



Florida School Board Association Strategic Planning Engagement

October 16, 2015
Real Time Record



Congratulations!

You refined the great work of the members, from previous surveys and engagements so that you now have a complete *FSBA 2020 Strategic Plan*, including: *Refined 2020 Vision, Refined 2020 Value Proposition Statement, 5-Year Strategies, and a 1-Year Tactical Plan!* The next steps will be for you to gain feedback from the members prior to presenting it for approval at the December, 2015 Board of Directors Meeting. Well done!

FSBA 2020 Vision: *Developing Innovative Leaders*

FSBA 2020 Value Proposition Statement: *Empowering School Boards to be the voice of Public Education*

5-Year Strategies for Professional Development:

Goal: 1 Create high functioning School Boards.

Champions: Professional Development Committee, Executive Committee, Staff Assistance

- Strategy 1: Strengthen Local School Boards by increasing the number of Certified Board members to 50% of total FSBA membership.2020
- Strategy 2: Strengthen Local School Boards by increasing the number of CBM participants to 90%.2020
- Strategy 3: Increase the number of Boards participating in Governance Team Training to at least 25 districts.2020
- Strategy 4: Support Legislative Mandate for Professional Development by FSBA for all school board members 2020

Goal 2: Be the hub for School Board networking.

- Strategy 1: Maintain & increase participation in a Variety of networking Opportunities

5-Year Strategies for Advocacy:

Goal 1: Impact education policy by advocating the benefits of a high quality system of public education.

Champions: Long Range Planning Committee

- Strategy 1: Publication of annual report of economic impact at local and statewide level
- Strategy 2: Mobilize a Comprehensive Public Relations / Communications plan

Goal 1: Impact education policy by advocating the benefits of a high quality system of public education.

- Strategy 1: Advocacy Training available in multiple formats and training is required for CBM distinction

5-Year Strategies for Sustainability:

Goal 1: Be financially sound and operationally efficient

Champions:

Finance Committee, Executive Committee and Board of Directors with staff assistance

- Strategy 1: Build operating reserve to equal at least 3 months expense by 2020.
- Strategy 2: Identify new membership categories to increase revenue by June 2016
- Strategy 3: Increase non-dues revenue by 5% per year through 2020
- Strategy 4: Evaluate sponsorship benefits and levels by June 2016
- Strategy 5: Re-examine dues structure and membership value by December 2016
- Strategy 6: Conduct member satisfaction survey and identify areas of improvement by June 2017

Goal 2: Enhance communications between board members

- Strategy 1: Increase distribution of FSBA communications
- Strategy 2: Distribute positive, newsworthy material

Goal 3: Speak with one voice

- Strategy 1: Empower Executive Director to speak from direction of Executive Committee

Table of Contents

Welcome & Session Objectives	7
Review of Strategic Planning Outcomes to date	8
Refining FSBA’s Value Proposition & 2020 Overarching Vision	15
Team 2 – Vision Statement	15
Team 1 – Value Proposition Statement	18
Refining FSBA’s 2020 Goals/Strategies/Metrics/Champions	21
Team 1 – Board Development	22
Team 2 - Advocacy	26
Team 3 - Communications	30
Team 4 – Sustainability	33
Building our 1-Year (and Beyond) Tactical Plan	35
Gantt Charts	Error! Bookmark not defined.
Wrap up.....	46

Strategic Planning Implementation Team Meeting
Finalizing FSBA's 2020 Strategic Plan: October 16, 2015



The Strategic Planning Implementation Team will finalize the 2020 Strategic Plan, including the final Visionary Goals, Strategic Priorities and 1-Year Tactical Plan.

<p>10:00am– 10:30am</p>	<p align="center"><u>Welcome & Session Objectives</u></p> <ul style="list-style-type: none"> • Welcome & Setting the Stage for a Successful Day • Collaborative Labs' Team will review the Strategic Planning Outcomes to date and will share the Session Objectives & Collaborative Process
<p>10:30am– 11:30am</p>	<p align="center"><u>Refining FSBA's Value Proposition & 2020 Overarching Vision</u></p> <p>Team 1: Refining FSBA's Value Proposition Statement:</p> <ul style="list-style-type: none"> • <i>Synthesize the Brand Differentiators into a single Value Proposition Statement. Consider including any/all of the following:</i> Services/Programs/Offerings and their Differentiating Features; Target Audiences & the Benefits Received; Advantages over "Competitors" <i>(if applicable).</i> <p>Team 2: Refining FSBA's 2020 Overarching Vision:</p> <ul style="list-style-type: none"> • <i>Synthesize the 3 Vision Statements into a single Vision Statement</i>
<p>11:30am– 1:00pm (Working Lunch)</p>	<p align="center"><u>Refining FSBA's 2020 Goals/Strategies/Metrics/Champions</u></p> <p>Self-Select into a Strategic Focus Area in which you can add the most value:</p> <ul style="list-style-type: none"> • Team 1: Board Development • Team 2: Advocacy • Team 3: Communications • Team 4: "Other" (Sustainability)
<p>12:30pm– 1:00pm</p>	<p><i>Networking Lunch</i></p>
<p>1:00pm– 4:00pm</p>	<p align="center"><u>Building our 1-Year (and Beyond) Tactical Plan</u></p> <p>Build our <i>1–Year Plan (Tactics/Metrics/Champions/Timeline)</i> for each Focus Area.</p> <p align="center"><u>Self-Selected Teams:</u></p> <ul style="list-style-type: none"> • Team 1: Board Development • Team 2: Advocacy • Team 3: Communications • Team 4: "Other" (Sustainability) <p><i>We will reconvene as a full group for Highlights, Wrap-Up and Next Steps</i></p>

Helpful Strategic Planning Definitions

- **Brand Differentiators:** An organization’s offerings/differentiating features, target audience/benefits received and advantages over competitors.
- **Value Proposition Statement:** A one to three sentence “elevator pitch” that summarizes (in lay terms) an organization’s offerings/differentiating features, target audience/benefits received and advantages over competitors.
- **Vision:** An aspirational description of what we want to achieve in the Future.
- **Goal:** An observable and measurable end result achieved within a specific timeframe.
- **Strategy:** A method or plan chosen to bring about a desired future, such as an achieving a goal.
- **Success Metric:** A number or quantity that records a directly observable value.
- **Accountable Champions:** Committees/Individuals willing to accept responsibility for the implementation of an action/plan.
- **Tactic:** A detailed action by which a strategic priority is carried out.

**Collaborative Labs’ Engagement at St. Petersburg College
Participant Sign-In**

Sponsoring Client: FSBA Implementation Planning Engagement Collaborative Engagement: 10/16/2015

As a Participant of the Collaborative Labs at St. Petersburg College, information from my participation in this Collaborative Labs’ engagement will be kept by the College as proprietary information for the sponsoring client, not open to the public record, except as may be required as a student record and by law. I hereby authorize St. Petersburg College, the Collaborative Labs’ engagement and its employees or representatives to photograph, record, tape, film or capture in permanent form my name, likeness, image, voice, and work products captured during the course of this Collaborative Labs’ engagement for the sponsoring client. I further grant SPC my full permission to edit and reproduce any images, recordings or videos for use in any documentation relating to this Collaborative Labs’ engagement and to provide such documentation to the sponsoring client. The sponsoring client and/or its legal representatives may allow for the reproduction and public publishing of any information presented and captured during the Collaborative Labs’ engagement through separate written authorization.

As a willing participant, I hereby release SPC and the sponsoring client to freely use my name, information, images and digital recordings captured during this event in any print, video or digital publishing’s related to this Collaborative Labs’ engagement.

Print Name	Signature	Date	Email Address
1 Ade I. Genth	<i>[Signature]</i>	10/16/15	agenth@spcollege.edu
2 Chris Howard	<i>[Signature]</i>	10/16/15	chris.howard@ley.k12.fl.us
3 Patricia Peterson	<i>[Signature]</i>	10/16/15	patrespe@fbpa.org
4 Ruth Melton	<i>[Signature]</i>	10/16/15	melton@fbpa.org
5 Ruth Melton	<i>[Signature]</i>	10/16/15	Patricia@fbpa.org
6 Jeff Cadle	<i>[Signature]</i>	10/16/15	jeff.cadle@spcollege.edu
7 Christine Moore	<i>[Signature]</i>	10/16/15	christine.moore@spcollege.edu
8 Christine Zucker	<i>[Signature]</i>	10/16/15	czucker@concast.net
9 Viki Simuels	<i>[Signature]</i>	10-16-15	psimuels@harden.k12.fl.us
10 Jen Sheop	<i>[Signature]</i>	10-16-15	jen.sheop@spcollege.edu
11			
12			



Welcome & Session Objectives

- Welcome & Setting the Stage for a Successful Day
- Collaborative Labs' Team will review the Strategic Planning Outcomes to date and will share the Session Objectives & Collaborative Process



Caroline Zucker, FSBA President: Thank you all for being here we are glad to have your input and appreciate your time. We need everyone to feel as if they are a part of this and if they don't it's their fault because we have given them every opportunity to contribute. I am glad that you all are here today and we can work on this project together. Thank you and welcome.



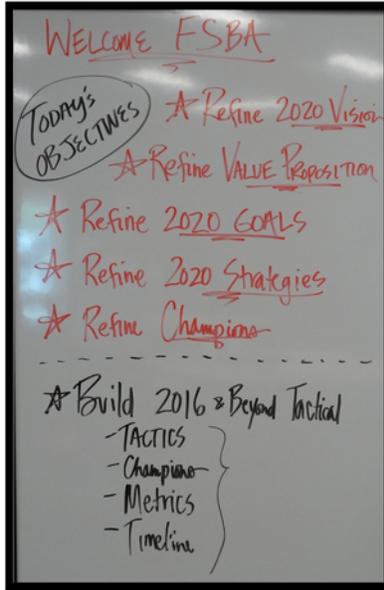
Andrea Messina: I just wanted to say thank you for your time. This is the hard work, putting the meat on the bones, of what was created back in Sarasota and Tampa. You are the warriors. We are going to take it over the finish line here. Upon completion today we should have a plan. We will provide it to everyone in general membership for feedback before we present it in December and that is when we expect final approval. What you do here today is going to be the goals, strategies and refinement of the bigger plan. I will say, looking at what came out of Sarasota/Lido Beach the strategies and goals were not completely flushed out or robust, so we are going to spend a lot of time on that today. I really want you to think "big picture" this is a five year plan, not just what can be done immediately to triage right now. We want to address the bigger picture so we're opening our scope and influence across the state. You have all met Andrea Henning, she is going to lead us through the process today. Staff is here as a resource, if you have any questions, need any information or historical knowledge, we've got Ruth, Patricia and myself. We are here to see the work that you do and listen to what you have to say. Thank you!



Andrea Henning, Executive Director, Collaborative Labs, St. Petersburg College: Welcome to our home Florida School Board Association strategic planning warriors. I welcome you to collaborative labs. How many were here yesterday for the legislative meeting? Welcome back. Let me introduce you to our team, we are small but mighty today, you've met P.J. before, he is our technology guru and new to the team is Teresa our documenter, capturing our real time record deliverable for you. How many were a part of Lido beach strategic planning? Almost everyone, great. You will see the Sarasota Real Time Report in your team area for reference feel free to refer back to the good work that came from that meeting. Today is a culminating day we want to walk out with a refined strategic plan that we can present in December for approval, by 4:00 or before (*Applause*).

Review of Strategic Planning Outcomes to date

Here is our outline today, everything in red is what we have already touched on in some way, shape or form. We are going to refine it and take it to the finish line, as Andrea said.



Andrea: This is going to be our first activity you can see it is still in three parts and a little raw. We need to refine the 2020 vision. Part two is to refine the overarching value proposition. This is your message to the world, to your members in terms as to why you should exist and the value that Florida School Board Association brings.

Sept. 3rd Visioning Session Results
FSBA's Overarching 2020 Vision
<ol style="list-style-type: none"> 1. Florida's high-quality education system becomes an economic driver that attracts businesses and families to the state. Our schools become the driving force to enhance economic development, keep our graduates in the Florida workforce and improve the stability of our economy. 2. Florida Public Schools: Defining the Future 3. Florida Public Schools preparing students for the future

We have three brand differentiators that you have developed in previous sessions. You need to take this to the finish line with a succinct one sentence value proposition statement.

Sept. 3rd Visioning Session Results
FSBA's Top Future Brand Differentiators
<ol style="list-style-type: none"> 1. FSBA member collaboration provides focused, relevant training to enhance the professional development of board members. 2. FSBA members serve as an impactful voice in the Florida Legislature on behalf of the education of children. 3. FSBA is a diverse group of elected school boards working together to promote quality public education.



Andrea: Part 2 of this morning will be a review and refinement of the 2020 goals, to stay in the spirit of what has come forward and look at it in realistic terms. We will also refine the strategies and the champions at a higher level. We have 4 different strategic focus areas. The first of these is board development. We need to refine the two goals, previously established, into what you want to accomplish by 2020 for board development.

Sept. 3 rd Visioning Session Results
2020 Board Development Goals, Strategies/Metrics & Champions
<p>Goal: 1 School board professional development is relevant, focused and shared throughout the State. Strengthening local school boards through FSBA professional development.</p> <p>Strategies/Metrics:</p> <ul style="list-style-type: none"> • Strengthen Local School Boards by increasing the number of Certified Board members to 50% of total FSBA membership. • Increase the number of Boards participating in Master Board Program by 5%. <p>Champions: Bd Development Committee, Multi-Cultural/Diversity Committee, Executive Committee, Staff & Communication Plans, Current CBMs & Master Boards</p>
<p>Goal 2: Florida boards collaborate, network & share resources to support board member development, new board member training and professional development.</p> <p>Strategies/Metrics:</p> <ul style="list-style-type: none"> • Increase participation in New Bd Member training, Conference/PD training by 25% • Develop new recognition strategies to increase participation in Professional Development <p>Champions: Bd Development Committee, Multi-Cultural/Diversity Committee, Executive Committee, Staff & Communication Plans, FSBA, FADSS</p>



Patty: Would it be permissible to look at the goals? Those of us that were there realize things were not flushed out and we look at it and we say this is really more of a 2016 goal and it is not visionary enough.

Andrea: Absolutely. You have that right today, what we can do is capture the reasoning behind that.

Patty: We could leave it as a strategy to get us to 2020.

Andrea: Exactly, are you all in agreement with that?

Group: Yes.



Andrea: Let me clarify this is activity two. Activity one is refining the vision and the value proposition. When that is established, you will self-select into one of these four strategic focus areas board development, advocacy, communications or sustainability. The mission before lunch is to refine these current goals and strategies into 2020 goals.

Sept. 3 rd Visioning Session Results
2020 Advocacy Goals, Strategies/Metrics & Champions
<p>Goal 1: FSBA advocates the benefits of a high quality public education to all stakeholders as an economic driver.</p> <p><u>Strategies/Metrics:</u></p> <ul style="list-style-type: none"> • Increase in industry certifications • Conversations begin to include economic impact: i.e., home builders, EDC's, etc. • Partner with Chamber, EDC, Board of Realtors to gather and publish data • each school district prepares an annual report reflective of their economic impact initiatives • largest employer in many districts • ensure that local boards understand the economic impact of the school district on local community • develop highly skilled and talented workforce specific to each community • college and career readiness • Quality of education in a given area drive property values • collate research and data reflecting skilled workforce and impact of public education on local economy • data reflective of the relationship between educated workforce and success of local business • FSBA collates relationship of education investment and business success • Utilize targeted occupations provided by state to measure how many graduates are prepared in those various areas • identify areas of need in various industries and develop programs to prepare students to fill the need • Businesses examine quality of education when they are considering a move to a new area • FSBA prepares an annual document reflective of the economic impact of public education <p><u>Champions:</u></p> <ul style="list-style-type: none"> • Jane Goodwin • Bev Slough

Goal 2: FSBA Drives the State's Education Policy

Strategies/Metrics:

- Identify no more than three issues for FSBA focus prior to the start of the annual legislative process
- Provide training for FSBA Board and members on the differences and needs between small, medium and larger districts by July 2016.
- Establish a designated lobbying presence with specific focus on advocacy by 2016 by establishing a PAC or other appropriate structure
- Enlist support for education issues with all community stakeholders by July 2016
- What bills/amendments are drafted and passed/prevented as a result of FSBA's legislative action

Champions:

- FSBA staff, School Board members, Legislative Committee, Advocacy Committee, District Lobbyists, Consortiums, and local organizations, Bev Slough

Goal 3: Communicate the highlights & successes of the public education system through partnerships with the community: parents, teachers, faith based & community leaders.

Sept. 3rd Visioning Session Results

2020 Communications Goals, Strategies/Metrics & Champions

Goal 2: Florida's public education stakeholders speak with "one voice" to effectively communicate the value and impact of public education.

Strategies/Metrics:

- FSBA will develop collaboration between stakeholders to effectively communicate the value and impact of public education.

Champions:

- Patty Hightower

Sept. 3rd Visioning Session Results

2020 "Other" (Sustainability) Goal, Strategies/Metrics & Champions

Goal: Strengthen financial and operational viability and effectiveness of FSBA.

Strategies/Metrics:

- Increase income by 20% and reserve to equal 3 month operating expense.

Champions:

- Linda Moultrie, Joie Cadle, Lee Swift,, Marcie Andrews, Maggie Lewis-Butler, Dave Stephens, Andy Griffiths, Leslie Dunlap

Andrea: Moving forward, at this level we need an overarching champion for board development goals and strategy as well as an overarching champion for advocacy. I would identify a committee, rather than an individual, that will be responsible for these areas and goals. We need to be clearer. We have a myriad of accountable champions. When everyone is accountable, then no one is accountable. You will notice this is quite a laundry list, you will need to refine the strategy around advocacy. I have a potential starter list if you need. What I created were placeholder labels that tactics and strategies could fall within. It is fairly simple to group them according to strategies.



Christine: I have a question Andrea. Due to the number of people in the room, instead of breaking up into four groups, I was wondering if we could break into two so we have larger groups. I know I do better when I'm having feedback from others and I am not sure we are going to have enough in each group otherwise.

Andrea: You guys are in charge. We will make it work for you. Once we have established clear strategies we will begin to build tactics. I would suggest a starting point of 2016 to get pre focused for the current year with two to four tactics. For 2017, I recommend you revisit this as an organization and ask, how did we do? What did we accomplish? What is needed to recalibrate, what is our 2017 tactical plan? That is the long term vision of this whole process.

Patti: Will we build into this the evaluation process and set up what the metrics will be?

Andrea: Metrics is how you measure that you've accomplished each tactic.

Patti: Okay, who will be responsible for the evaluation process?

Andrea: Who will be responsible for the evaluation process....of this whole strategic planning process?



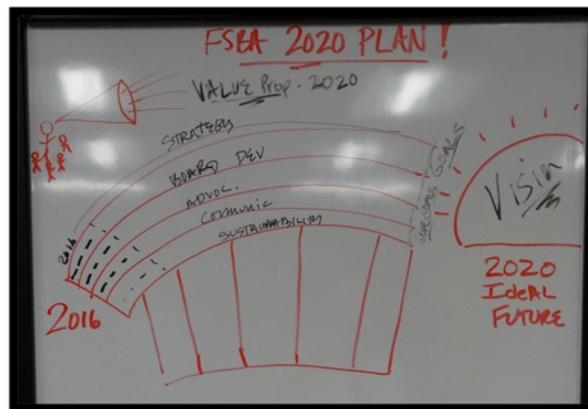
Patty: We need to make sure we have a conversation about, are we as a board of directors responsible yearly for the evaluation process or will it be our executive director, because we as an organization oft times do not take ownership of our own work. I think that conversation within this group would be very helpful.

Andrea: Outstanding – Lets have that today before we leave at four. Let's establish who is going to own this in terms of responsibility and accountability. Any other questions before we divide and conquer?



Andrea: The 2020 value proposition statement is your message to the world, how you pronounce the reason for your existence to your members, funders, legislation, to everyone. Not who you are today but who you will be over the next 5 years. Where you are going, the silver lining is the implementation of the vision as an organization.

Then we form the bridge from here to there. The bridge becomes your goals. Think of a runner as they bust through the ribbon at the end of the course. Your goal is your ribbon. When you bust through you have achieved your 2020 goals. These bridges could potentially be your four strategic areas, you may have a board development bridge, an advocacy bridge, a communication bridge and a sustainability bridge. These strategic focus areas will start to make sense after you start flushing them out. We just put them here as containers of information. You could combine them if you like, there is no magic behind four bridges, combine them if that makes sense to you. What you are going to do on each of these bridges, after you refine your goals, is build strategies. Keep in mind these strategies are not bridges, yet, but they will become the strategy to get to the goal. In the final activity we will look at the planks, of 2016, on each bridge that will become your tactics.



Who feels inclined to be on the value proposition team, to create and write the one to two sentence golden statement? Who feels they would best contribute to the visionary team? To create what the final outcome should be in 2020 as an organization. How should we divide and conquer?



Joie: The vision is usually much shorter isn't it? It should be something everybody can remember? I just wanted to make sure if I went to vision and we came back with 8 words that it was going to be okay.

Andrea: That would be okay, what exists has too many words for your vision statement.

It would be beautiful if we could have equal numbers for teams, but please go where you feel you can provide the most value.

Refining FSBA's Value Proposition & 2020 Overarching Vision

Team 1: Refining FSBA's Value Proposition Statement:

- *Synthesize the Brand Differentiators into a single Value Proposition Statement. Consider including any/all of the following:*
Services/Programs/Offerings and their Differentiating Features;
Target Audiences & the Benefits Received; Advantages over "Competitors"
(if applicable).

Team 2: Refining FSBA's 2020 Overarching Vision:

- *Synthesize the 3 Vision Statements into a single Vision Statement*

Team 2 – Vision Statement

Tim Harris
 Joie Cadle
 April Griffin
 Paul Samuels
 Beverly Slough

BREAKOUT TEAM TWO

Andrea: Team two, share the vision.



Tim: Something I would like to share with everyone is that most of us cannot remember our own school districts vision. It is wordy, it's long. You might remember two or three words out of it. Yet fifteen years later, I still remember a high school principals narrowing of our districts vision to three words, believe, achieve and succeed, I still remember those three words. When people see Florida School Board Association, what is the image that we have of that trade association? What is it doing? It is leading, we are the leaders and we are being helpful and preparing kids for what? Their future. If you had to, you could just shorten it to leading prepared students. The future is implied because you don't prepare for the past, you don't prepare for today, you always prepare for tomorrow.

April: And we had to use what we were given instead of recreating...



Joie: I don't know we spent a whole lot of time talking about economic driver...

Tim: Because economic drivers is an outcome of prepared students...

Andrea M: I think I heard both Caroline and Christine both say something doesn't sit right with them?

Andrea: Are you open to some feedback and maybe we can tweak it some?

Group: Absolutely.

Andrea M: What is leading or leaders, does that work?

Christine: The leading should be leaders but we don't do the preparing...

Tim: The educators are hired to do that, not participating members, we are taking off our educator hat and putting on our trade association hat. What is the trade association vision?

April: providing leadership...our role is not doing the job

Andrea: Everything else we do today will support this vision.



Joie: Because there was so much talk about economic driver by the body itself, it's kind of like you have to talk about students being ready for their future and their future could be anything whether it is going into the military or a trade school...

Chris: Leading students to a bright future.

Jan: Collaborating to prepare students

Andrea M: That works on a number of levels because we do collaborate with other organizations and all that... Leaders collaborating to prepare students for their future.

Tim: Is that not redundant - preparing is for the future.

Caroline: When you stop at students it's flat.

Christine: How about developing?



Chris: Partnering...

Patty: I liked the collaborating part.

Tim: Leading, preparing or developing what is the stronger word?

Group: Developing

Andrea M: Is the "to prepare" too passive?

Andrea: One more thing to consider is, are you doing this today...if you are it is not as inspirational as you need it to be today. You need to kick it up a notch.



Caroline: But, if what we are doing now, is the training and leadership, we may need to kick up what that is, but isn't that, even five years from now what we still want to do...

Beverly: It's why we exist

Speaker: Our primary mission in existing was the collaboration in the training and to provide one voice as we advocate for the children's future...



Ruth: I have never seen a group that's better at making lemonade out of lemons, you somehow find a way to indicate innovation, innovative thinking, and innovative leadership.

Andrea M: Some would argue that we are not innovative right now.

Tim: Well, if we just leave that under FSBA you are talking about school boards you are talking about Florida and what is that organization is doing? Who couldn't remember those three words? If we keep hammering this on every piece of paper that goes out of the office, every meeting we have we talk about it, every break out session, after a while people will associate it and they will remember it.

2020 Vision Statement: Developing Innovative leaders



Team 1 – Value Proposition Statement
Patty Hightower Jan Shoop Christine Moore Caroline Zucker Christopher Cowart

BREAKOUT TEAM ONE

Andrea: Alright, value prop team, we are all on an elevator with you and we say what is Florida School Board Association and you say...



Patty: Making board members a successful voice to serve all Florida's children.

Andrea M: I like that.

Christine: We could take out board members.

Patty: Some way they need to understand that we are boards' not individual members.

Tim: Do we need Florida?

Patty: We as an organization represent Florida at national levels...

Andrea M: Making school boards a successful voice to serve all Florida's children...

Caroline: Why does making bother me.....

Patty: But again we talked about the fact that the organization is the training piece that helps all of us at our local level and we talked about trying to tie it back to why at the local level you are a member of this because of the training you get, it helps you make all students successful.



Caroline: It's not making school boards a success, training or preparing...

Andrea: Empowering...

Tim: Creating, fabricating,

Christine: I like empowering.

Tim: Empowering – take out the “to be a successful”...

Christine: No, no, no

Andrea: Equipping?



Christine: Not broad enough

Patty: Figure a way to make the statement a little more active.

Ruth: What is a successful voice?

Patty: We talked about the word advocate and we were afraid that would lead people to think we were just working with the legislature, too many of our people don't understand it has more meaning.

April: What about a strong or diligent voice?

Tim: How about just to be a voice...

Group: I like it...

2020 Value Proposition Statement:

Empowering School boards to be the voice of public education





Andrea: This is your future brand right here, like it?

FSBA's Synthesized 2020 Overarching Vision:

Developing Innovative Leaders

FSBA's Overarching 2020 Vision
<ol style="list-style-type: none"> 1. Florida's high-quality education system becomes an economic driver that attracts businesses and families to the state. Our schools become the driving force to enhance economic development, keep our graduates in the Florida workforce and improve the stability of our economy. 2. Florida Public Schools: Defining the Future 3. Florida Public Schools preparing students for the future!

FSBA Synthesized 2020 Value Proposition Statement:

Empowering School Boards to be the voice of Public Education

FSBA's Top Future Brand Differentiators
<ol style="list-style-type: none"> 1. FSBA member collaboration provides focused, relevant training to enhance the professional development of board members. 2. FSBA members serve as an impactful voice in the Florida Legislature on behalf of the education of children. 3. FSBA is a diverse group of elected school boards working together to promote quality public education.

Refining FSBA's 2020 Goals/Strategies/Metrics/Champions

Self-Select into a Strategic Focus Area in which you can add the most value:

- **Team 1: Board Development**
- **Team 2: Advocacy**
- **Team 3: Communications**
- **Team 4: "Other" (Sustainability)**

Andrea: Moving forward we will continue, as Christine suggested, to work in two groups, you did well as two different dueling teams that came together and complemented each other. Let's do that again and focus on goals, strategies, metrics and champions so we are still refining the previous work. Let's focus first on board development and advocacy and the following two rounds will be communication and sustainability. Team one is board development and team two is advocacy.

P.J. has loaded my starter list if you want to turn these into tactics and have overarching strategies as labels, use this if it helps you, disregard if it doesn't.

Your mission is to refine these goals first and then look at what strategies will help us achieve these goals. If we remember our visual here, the goal is the finish line in 2020, these need to have metrics if possible. That is how you know you have achieved going through the ribbon at the finish line. Goals come first. I would suggest establishing goals before diving into strategies.

I was talking to Andrea yesterday to assess how accurate these current metrics on the strategies were. You can only work with the baseline information you are given. Strengthening local school boards by increasing their numbers of certified board members to 50%. If it is already more than 50% that really isn't an aspirational strategy for 2020. I would use your Florida School Board Association statistics and your staff support team to give you some baseline information to verify you are on point with your metrics.



Christine: That is a goal but we know it is a five year plan, how do you separate out the goal that could be a longer term, to the yearly metrics how do we do that....what is the process?

Andrea: Well, this goal is a five year goal, all goals are five years. They're in 2020 when you will achieve x.

Caroline: 90% in 5 years, 60% in the first year, etc. until you get to your 90% in your fifth year.

Christine: We are going to come back together after we get the goals figured out, I don't know why we are spending a lot of time on metrics if we were not sure of our goals.

Andrea: We will revisit goals after you take the first pass so don't go to strategies yet, just try to get your goals finalized for each area. Refine the goals and then go to strategies. Remember strategies start here today and strategies are five year bridge methodology to get us from here

to there that is what a strategy is, it is a method or a plan it is not a tactic or a plank, so these strategies need to get us from here to the goals.

Caroline: It is how you're going to do it.

Andrea: Exactly, but it is not a little quarterly tactic it is a bridge. You need to identify each of the champions and try to figure out who owns it. Your board or committee infrastructure would be a good place to start or the board of directors.

Let's head out to the forest lab.

Team 1 – Board Development
Joie Cadle
Tim Harris
Christopher Cowart
Paul Samuels
April Griffin
Christine Moore



BREAKOUT TEAM ONE

Patty: This was tough!

Beverly: You were high performing and you got to your goals before we did.

Andrea: Do share...



Tim: We talked an awful lot about highly functioning boards. We want to make sure that the professional development that is offered is aimed at that but we also, in that process of professional development, need to make sure that we increase the networking opportunity. Part of what we do at the conferences allows us to push the networking. We can't talk to one another in our districts but we can sit down across the table from one another of different districts at a conference. Those of us who have been to these conferences have seen the frustration of people wanting to talk during the meals and we have adjusted the conferences, taking it beyond that into the breakout sessions and providing more networking opportunities in that regard. Then we looked at the measurable, the strategies and the pushbacks that we're hearing. We need to develop a new distinction, the merging and the new person. Although we did not add it we have another group out there who is resistant to professional development.

Patty: So, your first goal is to offer professional development focused on creating highly functioning schoolboards.

Tim: Working together, working as a team, knowing they don't know everything that they still need to learn. Part of that is to network how that is done somewhere else. No need to reinvent the wheel.



Andrea M: Except that if I am reading the, offer professional development, when I am running through the ribbon the first part may need to be gone and just say high functioning board..

Patty: Yeah because professional development is actually a strategy...

Andrea M.: That is really what we are trying to do isn't it? Create the high functioning...

Tim: We, in our conversation, talked about delivering in terms of sessions vs. the opportunity to sit around and share. We drew a distinction between someone standing and delivering to us and us having an opportunity to exchange around the table.

Andrea M: And that is the difference between the number driven and presented.

Andrea: Advocacy team what do you think about the board development and two goals here?

Speaker: Practically perfect isn't it?

Patty: Well, when they get to our part, the thing we talked about was developing innovative leaders and empowering our school boards in the way we have always done and that is through training and advocating so, we just have to step up our game in these two areas.

April: I think that all of the training so far is to be creating highly functioning board members... now are goal is to have highly functioning boards...

Patty: It is about we, and not I.



April: Correct, so I think that is the innovative thing we are doing right now and the change of what we're doing in our focus...

Andrea M.: you cannot have a highly functioning board unless you have capacity in members.

Tim: That also puts some peer pressure on people to participate because if I don't participate I am keeping my entire board from being highly functioning and we have all experienced non participating members in our districts

April: In regards to networking another aspect to consider is people may not realize they are not a highly functioning board. Until they come to a conference, they may not realize how dysfunctional they are or the opposite.



Andrea M.: The truth is, Patricia and I can tell you there are plenty of boards who have individual capacity but they're not high functioning boards and that is a real problem. It is a problem that effects our reputation with Legislators, with Super intendents. Super Intendents do not think highly of board members because they feel as though some of them have been mistreated and they believe board members are not supportive of them. That really is an aspirational goal and it is an important goal, high functioning boards.

April: Working together will fix many of the concerns...

Tim: The fourth bullet out is really a step out for this organization, mandate

Speaker: Are we going to fund it

April: We want to advocate for the legislature we want them to mandate it, not our organization...

Ruth: It used to be mandated

Andrea M: Also be mindful that in some states when they have legislative mandates the legislature determines who provides that training and it may or may not be the state association. I am just giving you the context of the national training requirements.

Patty: My question is the first bullet, where you are going to increase by 50%, is that by 2020 or 2016? Okay.... if it's not specified then its 2020.

Andrea: Board development team – do you need more work to flush out your strategy

Patty: I think so

Andrea: We still have two more goals, right after lunch we need to do tactics against these strategies so I want to encourage you to have a working lunch but before we do that lets just look at advocacy and there one robust goal..

2020 Professional Development Goals, Strategies/Metrics & Champions

Goal: 1 Create high functioning School Boards.

Strategies/Metrics:

- Strengthen Local School Boards by increasing the number of Certified Board members to 50% of total FSBA membership.2020
- Strengthen Local School Boards by increasing the number of CBM participants to 90%.2020
- Increase the number of Boards participating in Governance Team Training to at least 25 districts.2020Support Legislative
- Mandate for Professional Development by FSBA for all school board members 2020

Champions:

Professional Development Committee, Executive Committee, Staff Assistance

Goal 2: Be the hub for School Board networking.

Strategies/Metrics:

- **Maintain & increase participation in a Variety of networking Opportunities**
Create Roundtable opportunities(Aligned to shared

Champions:

Professional Development Committee, Executive Committee, Staff Assistance

Team 2 - Advocacy
Jan Shoop Caroline Zucker Ruth Melton Patty Hightower Beverly Slough



BREAKOUT TEAM TWO

Patty: We took three and condensed it to one. We looked at the three goals, there was drive in the second and the third goal was about communicating with partners through partnership and then it was about making awareness so we created in order to include education and policy, FSBA advocates high quality system of public education. We were trying to figure out how to measure that....

Patty: we were trying to take what we had and drive the state's education policy...

Andrea M: But we have no influence...first we need to build the reputation to get there



Patty: Because there were many facets where we talked about the group that needed to be communicated with, we figured the board range advocating the benefits can talk to federal, legislature, state anybody but we struggled so we will be glad to have people talk to us about it. Those were the three goals we condensed into one thinking that we are an advocacy group with public education. Some of the things that we talked about were strategies from the list to create our own local economic impact report and send it to the state organization...we have never had a real comprehensive public relations campaign. If we use that then that is the way we communicate the benefits.

Speaker: We had a hard time it needs wordsmithing..

Andrea: So my question is as you're going across the finish line for 2020: Is this all-encompassing enough to contain any strategies you are going to want to do over the next 5 years?

Group: Yes.

Andrea M: I like that it has policy because that is really where we are supposed to maintain our focus.

Patty: We need to replace drive with a more dynamic word maybe impact....

Ruth: I like impact the best out of what has been said so far

Andrea M: We still cannot drive the policy until we get the money...we might be able to influence it but we certainly cannot drive it.

Andrea: Let's grab lunch and come back, in a working lunch capacity, on strategies for these goals...then look at these three together so far and see how well they complement each other..



Andrea M: Isn't there number two goal, on the other list, can we change that from board development to professional development because really the environment is what helps to create the high functioning board so that really seems to me that each has like one really big main goal.....

Patty: So you could use creating the environment as the strategy

Christine: The other Andrea wanted us to do that but we said no...

Andrea M: But if you think about the vision to get you through the finish line, providing the environment, is that really what gets you through the finish line and what is the environments purpose? To get the high functioning board.....let's think about it over lunch.....

2020 Advocacy Goals, Strategies/Metrics & Champions

Sept. 3rd Visioning Session Results

Goal 1: FSBA advocates the benefits of a high quality public education to all stakeholders as an economic driver.

Strategies/Metrics:

- Increase in industry certifications
- Conversations begin to include economic impact: i.e., home builders, EDC's, etc.
- Partner with Chamber, EDC, Board of Realtors to gather and publish data
- each school district prepares an annual report reflective of their economic impact initiatives
- largest employer in many districts
- ensure that local boards understand the economic impact of the school district on local community
- develop highly skilled and talented workforce specific to each community
- college and career readiness
- Quality of education in a given area drive property values
- collate research and data reflecting skilled workforce and impact of public education on local economy
- data reflective of the relationship between educated workforce and success of local business
- FSBA collates relationship of education investment and business success
- Utilize targeted occupations provided by state to measure how many graduates are prepared in those various areas
- identify areas of need in various industries and develop programs to prepare students to fill the need
- Businesses examine quality of education when they are considering a move to a new area
- FSBA prepares an annual document reflective of the economic impact of public education

Champions:

- Jane Goodwin
- Bev Slough

Goal 2: FSBA Drives the State's Education Policy

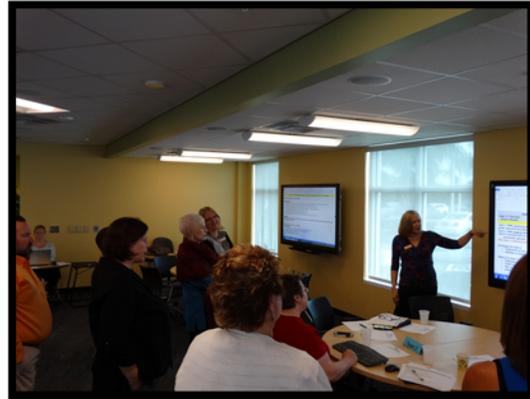
Strategies/Metrics:

- Identify no more than three issues for FSBA focus prior to the start of the annual legislative process
- Provide training for FSBA Board and members on the differences and needs between small, medium and larger districts by July 2016.
- Establish a designated lobbying presence with specific focus on advocacy by 2016 by establishing a PAC or other appropriate structure
- Enlist support for education issues with all community stakeholders by July 2016
- What bills/amendments are drafted and passed/prevented as a result of FSBA's legislative action

Champions:

- FSBA staff, School Board members, Legislative Committee, Advocacy Committee, District Lobbyists, Consortiums, and local organizations

Goal 3: Communicate the highlights & successes of the public education system through partnerships with the community: parents, teachers, faith based & community leaders.



Team 3 - Communications

Paul Samuels
April Griffin
Christopher Cowart
Christine Moore
Patty Hightower

**BREAK OUT TEAM 3**

Andrea: What did you have a conversation about...

Andrea M: We reviewed the objectives..



Joie: We felt if you were going to break through the ribbon..

Andrea M: We need an action verb in the statement..

Tim: finance world

Christine: Did you think about any foundations that would give you money?

Tim: Find someone who wants to support training.

Caroline: Is there a statewide foundation...



Andrea M: Yes, I think what you are talking about is a part of the non-dues revenue...it is very hard to find money for government levelsdon't think about the government levels – what training do you provide for ...

Tim: Other decisions you are trying to impact....

Caroline: As a board we are being bypassed...

Joie: Is there anything we are missing..

Andrea M: You were missing the retention but you pulled it in the end

Tim: Is that doable in the next 17 months



Patty: 16 is more of a developmental year...

Tim: Part of that should reach out to the nonmembers and non-attendees...

Patty: There has to be a way to do it...a sampling...

Christine: Nice and short and easy – with dates as well...nice job.

Ruth: Ask the question if you want to build the reserve would it be at the expense of the reserve.....

Patty: You are giving yourself three months to build the expense, if you do the math, in the lean years will you have something to fall back on

Ruth: What do you cut in those lean years how do you determine a way to set aside fund and determine what the priority is?

Patty: An assumption....

Andrea M: The board of director has to say....



Joie: And that is why we said...

Patty: We are here and why we aren't further along.

Tim: That process has been done...

Ruth: Several years there have been no staff raises, my point is the executive committee decides...if you are adding something to your budget.....you may need to be thinking of downturn as well.

Andrea M: We lost \$150,000 grant....

Tim: Doing so equates to setting aside 2 weeks of expenses.

Andrea M: 3% of the operating....Pulled it and built the budget around it..

Patty: The expenses –could change depending on additional and loss of staff..

Andrea: There are three strong goals established...great work

Sept. 3 rd Visioning Session Results
2020 Communications Goals, Strategies/Metrics & Champions
<p>Goal 1: Improve Confidence in Florida’s Public school system.</p> <p><u>Strategies/Metrics:</u></p> <ul style="list-style-type: none"> • measure confidence in Public Education(Polling) • Evaluate need for a Communication Committee. • Grow market share of public school students <p><u>Champions:</u> Executive Committee, Advocacy Committee</p> <hr/> <p>Goal 2: Enhance communication between stakeholders.</p> <p><u>Strategies/Metrics:</u></p> <ul style="list-style-type: none"> • Increase distribution of FSBA publication • Distribute Positive News worthy material(FSBA members) <p><u>Champions:</u> Staff & Membership</p> <hr/> <p>Goal 3: Speak with one Voice.</p> <p><u>Strategies/Metrics:</u></p> <ul style="list-style-type: none"> • Empower Executive Director to Speak from direction of Executive Committee <p><u>Champions:</u></p> <ul style="list-style-type: none"> • Executive Committee

Team 4 – Sustainability

Tim Harris
Joie Cadle
Caroline Zucker
Jan Shoop
Beverly Slough

**TEAM 4 BREAKOUT**

Andrea: Are we pretty solid on sustainability...let's check it out



Christine: We discussed public education so we talked about the strategy we need to measure that and then we talked about tactics. Then we talked a little about polling but really didn't get into that. Do we need a communications committee or can this all be under advocacy and we didn't have a firm decision on that. Then the market share was an interesting one. To improve it was probably pretty ambitious but it is certainly measurable. We thought it could measure how many students are in public school vs. private schools and if you want to get deeper than that you could look at the different types of public schools and even add charter in there.

Tim: Traditional public school...

Christine: We didn't want to say that here because it looks like more of a tactic and that is in the next activity.

Andrea M: Are you suggesting that one of the things FSBA should spend their time on is improving the market share of public school students statewide?

Christine: Improving, maybe we should say measuring..

Tim: The legislature has done that on purpose, they want competition..

April: We are improving the confidence in public education.

Andrea M: You are hoping to see a change in this..

Tim: Go back up if you could to improve public confidence. Don't you want to improve confidence in the public school system....

Christine: Public is misplaced there....correct that..

Tim: It should be put in front of Florida...so it reads Florida's public school system...

Christine: We looked at stakeholders both internal external. You can see we had some external stakeholders we talked a lot about the Florida School Board Association publications we have and the good news...

Andrea M: Which publication are we referring to?

Speaker: The newsletter

April: I wanted to have a newspaper or magazine..



Tim: We talked about doing away with everyone having access to all publications of Florida School Board Association and some being member only member benefits.

April: Well this is the newsletter that Ruth does..

Christine: We are trying to increase the confidence of the public and we looked at the fact that members could send information in their news release and that would be a simple thing ...are on your distribution list. We were talking about that I did not know all of the good things that are happening in the districts...so we are not doing a good enough job of communicating your news.

Tim: Is that to be a member only benefit?

Patty: Not in this case.

Andrea M: What Christine is talking about are the things your PR department is already championing you on...



Ruth: The things you are sending out news releases on, we were talking about this over here a couple of your districts are kind enough to send me every news release you send out....90% are good news but the few that have national or statewide interest I forward on and have it posted on our website, Facebook page and twitter.

Patty: That doesn't have to be in a publication it can be tweeted out so it is instant..

Christine: We didn't do tactics so that would be a good tactic.

2020 Sustainability Goal, Strategies/Metrics & Champions
<p>Goal: Be financially sound and operationally efficient</p> <p><u>Strategies/Metrics:</u></p> <p>Build operating reserve to equal at least 3 months expense by 2020 Identify new membership categories to increase revenue by June 2016 Increase non-dues revenue by 5% per year through 2020 Evaluate sponsorship benefits and levels by June 2016 Re-examine dues structure and membership value by December 2016 Conduct member satisfaction survey and identify areas of improvement by June 2017</p> <p><u>Champions:</u></p> <p>Finance Committee, Executive Committee and Board of Directors with staff assistance</p>

Building our 1-Year (and Beyond) Tactical Plan
<p>Build our <u>1-Year Plan (Tactics/Metrics/Champions/Timeline)</u> for each Focus Area.</p> <p style="text-align: center;"><u>Self-Selected Teams:</u></p> <ul style="list-style-type: none"> • Team 1: Board Development • Team 2: Advocacy • Team 3: Communications • Team 4: "Other" (Sustainability) <p><i>We will reconvene as a full group for Highlights, Wrap-Up and Next Steps</i></p>



Andrea: We are at the tactical planning stage! Right on track. If you want to huddle around here, these are final tactics and GANTT charts. This is professional development, this is advocacy and basically what we have done is lifted your goal statements under the top we put the champions you identified. Feel free to continue to revise. Then for each strategy that is identified in yellow we need to add tactics. Now this team got tactical in the previous round...but they need to refine them and focus on 2016, if you are further out that is fine. So you can see if there is a tactic that should move out put an x in the quarter when the tactic should begin and then follow the x through until it should end.

Patty: are we at the point where we are going to do champions or is that the next step....I want to have a conversation about champions.

Andrea: If there is a specific tactic that belongs to a specific committee I would put that committee or if it belongs to a specific person put their name or title if it doesn't have anything next to it...then we default to the overarching champions who are accountable for these overarching goals.



Patty: My concern is we listed all of the committees so we would have a clue – But if you have that many people.... Is your definition of champion the person or group who will be responsible for the checks being done?

Andrea: Yes at the tactical level, at this level, this accountability is for the overarching accomplishment of the goal.

Patty: So if we decided the group that would evaluate whether the goal had been accomplished for say the long range planning committee, instead of all those committees being listed it would be the long ranging planning committee that looks at it.

Andrea M: Can I remind you that the policies and bylaws require long range planning committee, there soul responsibility is strategic planning.

Andrea: Let me give you a reality check; 2:20 let's move forward! It will go pretty swiftly, remember we are looking at 2016, don't get bogged down in the whole universe....were near term we are 2016. So what I would do for each strategy and you have many –you need to come up with tactics for each strategy for 2016.

Andrea M: And if you don't I will be putting it in and so will a committee. Because we have to have some way to achieve these things.

Andrea: My final request is to focus on these two teams and work on them separately.....

Note: Communications was divided between Advocacy and Sustainability for this exercise.

Professional Development Tactics Team	Advocacy Tactics Team	Sustainability Tactics Team
Christopher Cowart Paul Samuels April Griffin Christine Moore	Ruth Melton Patty Hightower Beverly Slough Jan Shoop	Joie Cadle Tim Harris

1-Year Tactical Plan							
2020 Professional Development Plan							
Goal: 1 Create high functioning School Boards. Champions: Professional Development Committee, Executive Committee, Staff Assistance							
Strategy 1: Strengthen Local School Boards by increasing the number of Certified Board members to 50% of total FSBA membership.2020							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Increase online Professional Development opportunities	50%	PD Comm.	X	X	X	X	X
Evaluate & Implement Professional Development Distinctions	PD Program reorganized	PD Comm.	X	X	X	X	X
Strategy 2: Strengthen Local School Boards by increasing the number of CBM participants to 90%.2020							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
<ul style="list-style-type: none"> Create an Emerging New Leader CBM level (Survival Skills I & II & a Conference) 	New Distinction	PD Comm	X	X			

Goal: 1 Create high functioning School Boards.							
Strategy 3: Increase the number of Boards participating in Governance Team Training to at least 25 districts.2020							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Re-evaluate requirements to retain MB Distinctions	PD program reorganized	PD Comm.	X	X	X	X	X
Create Individualized training modules	Increased modules	Staff	X	X	X	X	X
Strategy 4: Support Legislative Mandate for Professional Development by FSBA for all school board members 2020							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Find Legislator willing to Sponsor Bill	Getting Bill Passed	FSBA, House Senate	X	X	X	X	X
Goal 2: Be the hub for School Board networking.							
Strategy 1: Maintain & increase participation in a Variety of networking Opportunities							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
conference participation	Increase by15%	staff	X	X	X	X	X
Mentorship participation	Increase by 25%	PD Comm. & Staff	X	X	X	X	X
Create Roundtable opportunities(Aligned to shared Demographic)	Schedule mtgs at conferences	Ex Comm. Staff	X	X	X	X	
Increase FSBA Staff attendance at Regional Coalition meetings	Attendance	Ex Dir	X	X	X	X	X

2020 Advocacy Plan							
Goal 1: Impact education policy by advocating the benefits of a high quality system of public education.							
Champions:							
Long Range Planning Committee							
Strategy 1: Publication of annual report of economic impact at local and statewide level							
Tactics	Metrics	Champions	Jan - Mar '16	Apr - June '16	July - Sept '16	Oct. - Dec '16	'17 - '20
FSBA develops template for economic report	Template Created	FSBA Staff			x	X	x
All member boards have submitted a district report	District Reports Received	Local Board Chair					x
The first annual statewide report is published	Statewide Report Published	FSBA Staff					x
Strategy 2: Mobilize a Comprehensive Public Relations / Communications plan							
Tactics	Metrics	Champions	Jan - Mar '16	Apr - June '16	July - Sept '16	Oct. - Dec '16	'17 - '20
Make the FSBA Advocacy Subcommittee a Standing Committee responsible for the development of a comprehensive public relations and communications plan	Formation of a standing committee	Executive Committee Bylaws Committee	X	X	X	X	X
Identify national, state, local partners for each advocacy campaign (which may vary depending on the campaign)	Partners Identified	Current Advocacy Subcommittee	X	X	X	X	X
Increase confidence in public education	Develop a poll to gauge confidence	Current Advocacy Subcommittee		X	X	X	X

	Place Poll in the field	Advocacy Committee						X
Goal 1: Impact education policy by advocating the benefits of a high quality system of public education.								
Strategy 3: Advocacy Training available in multiple formats and training is required for CBM distinction								
Tactics	Metrics	Champions	Jan - Mar '16	Apr – June '16	July – Sept '16	Oct. – Dec '16	'17 – '20	
Advocacy training in multiple formats is available – i.e. in person, webinar, independent workshop	Training available	Professional Development Committee Advocacy Committee						X
Advocacy training required for CBM	Requirement established	Professional Development Committee						X

2020 Sustainability Plan

Goal 1: Be financially sound and operationally efficient

Champions:

Finance Committee, Executive Committee and Board of Directors with staff assistance

Strategy 1: Build operating reserve to equal at least 3 months expense by 2020.

Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
To be completed by staff...							

Strategy 2: Identify new membership categories to increase revenue by June 2016

Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
To be completed by staff.							

Goal 1: Be financially sound and operationally efficient							
Strategy 3: Increase non-dues revenue by 5% per year through 2020							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Examine 5 year trends to identify baseline information	Report	Staff/Finance Committee			X		
Explore Revenue sharing opportunities	Report	Staff			X	X	X
Promote and recruit sponsors using new guidelines	Update Sponsor Brochure	Staff/BOD			X	X	X
Prepare Annual Budget including 5% increase in non-dues revenue	Budget Document	Staff/BOD		X			X
Strategy 4: Evaluate sponsorship benefits and levels by June 2016							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Research other sponsorship models	Report	Staff	X				
Identify potential sponsorship levels and benefits	Report	Finance/Executive Committees		X			
Develop communication piece/benefits to potential sponsors	Update Sponsor Brochure/Web	Staff			X		
Promote and recruit sponsors using new guidelines	Update Sponsor Brochure	BOD			X	X	X

Goal 1: Be financially sound and operationally efficient							
Strategy 5: Re-examine dues structure and membership value by December 2016							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Finance Committee Discussion & Action	Agenda & Minutes	Finance Committee	X	X			
Look at Dues structures in Southern Region States	Written Report	Staff	X				
Develop Communication Piece that shows the value of membership	Draft Document	Exec Director Long Range Planning		x			
Recommend any modification to dues structure	Finance Recommendation	Executive Committee			x		
Determine if any policy needs to be in place for any dues structure changes	Policy Amendment Submitted	Finance/Policy Committees				x	
Strategy 6: Conduct member satisfaction survey and identify areas of improvement by June 2017							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Create Survey	Sample Survey	Staff/Exec			X		
Administer Survey	Survey Results	Staff				X	X
Look into putting on App	Screen shot of survey	Staff			X		
Identify areas of improvement	Action Plan Draft	Exec/Staff					X
Create Plan to address concerns	Action Plan Approved	Long Range Planning					

Goal 2: Enhance communications between board members							
Strategy 1: Increase distribution of FSBA communications							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Measure the hits on the electronic communication platforms	Report	Staff	X	X	X	X	X
Set goals of increasing reach	Report	Long Range Planning, BOD, Members			X		X
Semi-annual report to BOD increase/decrease in hits	Report	Staff		X		X	X
Training our members on using social media	Training Schedule	Staff		X		X	X
Register members on FSBA social outlets	Report	Facilitators/Staff	X	X	X	X	X
Strategy 2: Distribute positive, newsworthy material							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Create the network (communication tree) between District PIO/Board Chairs and FSBA	Written Plan	Sunspra/ Members, Staff		X	X	X	X
Measure the reporting districts	Statistics	Staff/Long Range Planning		X	X	X	X
Measure the reissuance of content	Statistical Analysis	Staff		X	X	X	X

Goal 3: Speak with one voice							
Strategy 1: Empower Executive Director to speak from direction of Executive Committee							
Tactics	Metrics	Champions	Jan – Mar '16	Apr - June '16	July - Sept '16	Oct. – Dec '16	'17 – '20
Policy review and proposed policy change	Proposed language	Policy/Exec Comm	X	X			X

Wrap up

Patty: When this is provided to our members and board of directors for approval, how much word smith-ing are we going to allow?

Consensus – None



Andrea M: Let me say this, as soon as we get it all in one document I will send it out to the people in this room. I will give you one week, if you see anything that pops off the page you send that back as long as it doesn't conflict with the intent of what is going on because you guys have been the ones who have done the work, we assume that is okay. Then we take that draft, which would be draft two, and send that out to all of the members and we give them two weeks for any recommendations or change.

Patty: Remembering that we are moving into the holiday season

Andrea M: Before Thanksgiving, I also want to give it to staff to check percentages and such, they will have the same week that you will have for review of the document, and then before we send it out to general membership it will reflect your tweaks and staffs, if any, then if there is anything substantive, that membership comes back with, we may need to have a conference call, but if it's nothing substantive than it just moves forward.

Patty: Well, at the board of directors my thought would be you can either vote on it as a whole, either for it or against it, or you can take goal by goal. We have to have conversations about each goal. Those of us that were here can explain why we are where we are.



April: First of all a strategic plan is like a budget and we remind them of that saying we didn't change anything about the whole body, the people that chose to work on it have worked on it – we tweaked what was given to us. We simply state this is what we have come up with pass it or not and then move on. After this review...if you open it up to questions, they question everything...

Andrea M: How about this, if there is a challenge and people decide they really don't want to vote for it, it goes to long range planning who is supposed to be responsible for it and then long range planning will be back...

April: I understand what you are saying that they didn't want to open it up to questions and they will try to torpedo it...

Patty: Most people will not have a problem with the work that we have done, the only thing I can see that someone might have a conversation about is whether we want to give the executive director permission to speak for us.

Andrea M: But that, is also a bylaw address that comes later and can be voted down at that time.



Tim: You think about the processes we went through in doing all of those bylaws and policy changes. I was anticipating a huge pushback, nothing happened. I think part of it was what we did before, if we provide all the information we shouldn't have the pushback, I was prepared for the challenges and so are we...they have had ample opportunity for input.

Joie: We need to take a total number of hours from when we first decided to do this. We need to include all of the advanced hours, the conference calls when we first started before we ever got to sessions....there have been this many hours that have been spent and the opportunities for input from everyone....is also another item to stress.

Andrea M: Andrea do you have any recommendations based on the conversation you are hearing?



Andrea: I think the additional steps you are taking, so that everyone can be brought in, is brilliant, before we get together in December. Then at the December meeting once it is approved, the call to action is vital. When you have your members coming through, looking at these pieces of work, they can determine what piece they would like to help with and will hopefully feel inclined to engage in the December process.

Tim: I think after that point, Andrea you could provide a confirmation email, after everyone is agreed, then each person who is a champion gets a memo with what they are responsible for.

Andrea M: Like a break out.

Tim: That way you are put on notice, here's what has been agreed, here is what your group or individual has been assigned and here's the time frame keep us posted.

Andrea M: Certainly, next year when we have committee chairs and their original committee notebooks and we pull the bylaws, also here is your strategic plan sessions for which you have responsibility or input.

Tim: I think you will have to do that, as there is so much there, people might not pull out their responsible section and you want them to know what their procurement is...



Patty: And as you will be the incoming president, I think as we roll things out in December and people indicate what they're interested in, you keep in mind when you are deciding who might be the next leader of that committee who has and has not been part of the process.

Tim: I've already started a list.

Andrea M: Anything else anyone have final thoughts?



Caroline: I just wanted to say thank you. We have put a lot of work into this and again I appreciate you all being here and working hard. I think we have accomplished a lot, I really do, whether it is received that will be interesting to see....

Patty: We have all sorts of county sizes represented here all voices are heard...

Caroline: I purposely did that when I created the committees we have a variety, an oasis of ethnicity and sizes trying to include everything and everyone...



Andrea M: One of the things I want to point out is the sustainability of the organization and honestly the work that we have done here today is really the most important thing to that sustainability. Ensuring that we have the foundation and the strategic direction in place that is necessary to move this organization forward, is really the element I think a lot of people are looking for right now.

Caroline: What I was looking forward to was the buy in from the whole organization moving forward as a group. I know there are going to be splinters here and there but for the most part, I think, we did as much as we could to include everyone into this conversation.

Andrea M: Andrea thank you and to your team. *(Applause)*

Andrea: I would like to mention to you all that when you send this out to the masses you might not want to include all these tactics you may just want to stay at the vision, value proposition, goals and strategy level.

Andrea M: I think that is an excellent idea.

Patty: When you send this out to bylaws...then they can already see what has been formulated and what to work on.

Andrea M: Anything else?

Andrea: Well, we truly have been admiring the commitment of this group because you are volunteers and we haven't seen anything like it in a long time. Impressive group of people may the force be with you!!