

THE OHIOANA LIBRARY ASSOCIATION
STRATEGIC PLAN
2014–2019
Connecting readers and Ohio writers

Mission Statement:

Ohioana collects, preserves, and celebrates Ohio literature and other creative endeavors.
--Approved at July 18, 2014, Ohioana Board Meeting

Vision Statement:

Ohioana will be the literary capital of Ohio.
--Approved at October 10, 2014, Ohioana Board Meeting

Strategic Goals:

Goal I:

Enhance Ohioana core programs in collection and access, educational outreach, and public programming.

- ***Collection and Access:***
 - **Objective A.** Develop the Ohioana Library into a destination where a substantial representation of Ohio writers can be found.
 - **Objective B.** Update the Collection Development Policy and focus the collection accordingly.

- ***Educational Outreach***
 - **Objective A.** Resume quarterly production of the *Ohioana Quarterly* in 2015.
 - **Objective B.** Begin production of digital exhibits related to Ohioana's collection specifically or to Ohio literature generally by December 2016.
 - **Objective C.** Produce basic online educational resources by December 2016.
 - **Objective D.** Sponsor two in-school Ohio author or illustrator visits per year by 2019.

- ***Public Programming***
 - **Objective A.** Develop the Ohioana Book Awards into Ohio's premier public literary program.
 - Increase attendance by *winning authors* to 100%.
 - **Objective B.** Provide monetary prizes of \$5,000 for each book award by 2019.
 - **Objective C.** Secure sponsors to fully fund the awards.

Goal II:

Expand awareness of Ohioana and its programs and resources.

- **Objective A.** Increase the public's engagement with Ohioana
 - Increase visits to Ohioana.org by 25% (2015 to 2019)
 - Increase followers on Facebook by 20% (2015 to 2019)
 - Increase subscribers to Ohioana publications (*Ohioana Quarterly*, *newsletter*, *blog*, etc.) by 25% (2015 to 2019)
 - Increase attendance at the Ohioana Book Festival by 20% (2015 to 2019)
 - Increase attendance at the Ohioana Awards Ceremony by 20% (2015 to 2019). Videotape awards acceptance speeches and create short interviews with book *award* winners and post to Ohioana website.
 - Develop 10 collaborative partnerships with other non-profits and literary organizations.
 - Increase earned media exposure by 10% (2015 to 2019).
 - Host six annual author events by 2019.
- **Objective B.** Establish a Readers' Choice Award by 2016 to coincide with the awards' 75th anniversary.
- **Objective C.** Expand the number of individual and organization members to reflect the population and diversity of Ohio.
 - Create an accurate database of Ohioana members and their locations by Ohio counties by January 2015.
 - Review the Ohioana Constitution and By-laws with a view to updating them to provide increased flexibility in defining membership and dues. Following the procedures outlined in the constitution and by-laws, submit suggested amendments during 2015 and/or 2016. By October 2015, develop a plan to increase the number of individual and organizational members and supporters by 50% by 2019.
 - By October 2015 develop a plan to recruit members/supporters so that by 2019, every county or region in Ohio is represented.
 - By October 2015 develop a plan to increase the membership in Ohioana of underrepresented population groups in Ohio by 10% by 2019.
- **Objective D.** Expand the General Assembly's awareness of Ohioana and its programs, which will promote Goal III and its Objectives.
 - Continue to include members of the General Assembly on the distribution list of the Ohioana Newsletter and Ohioana Quarterly.
 - Increase attendance by members of the General Assembly at the Ohioana Book Festival, Ohioana Awards, and Annual Membership Meeting by communicating directly with key legislative allies about these events.
 - Obtain a proclamation from the General Assembly in recognition of Ohioana's 90th Anniversary.
 - Encourage trustees and supporters to meet with state legislators in Columbus and in their home districts, and to communicate with their representatives in writing, to promote awareness of Ohioana programs.

Goal III:

Assure sufficient financial and human resources to support and grow Ohioana's programs.

- **Financial Resources**

- **Objective A.** Secure operating funds from the State of Ohio as outlined in the biennial budget request submitted by the Executive Director to the Office of Budget & Management.
 - Maintain ongoing communication with the legislature, particularly with the members of the finance committees of the House and Senate, regarding: Ohioana programs; Ohioana events that they could attend in their legislative districts; the Ohioana Book Festival and Awards; and the Ohioana Annual Membership Meeting.
 - Recruit support from trustees, members, and others throughout the state; assign trustees to write their representatives personal letters in support of Ohioana's biennial budget requests at the appropriate time on the legislative calendar.
 - Effectively advocate for the Ohioana biennial budget request by contacting key legislators and aides and by supporting, via in-person attendance, the Executive Director's presentations to the finance committees of the General Assembly.
- **Objective B.** Increase annual public funding (from sponsors, donors, members, etc.) to \$225,000 or above (an increase of at least 50% over 2014), with a goal to generate at least \$125,000 from the Ohioana Book Festival and \$100,000 from all other sources.
 - Create a committee to lead the fund-raising efforts to meet this \$225,000 goal by 2019.
 - Recruit board members who can help secure necessary funding (see objective D. below under "Human Resources");
 - Promote and grow the "Legacy Circle" Donors Program to 25 members by 2019.
- **Objective C.** Protect principal while assuring annual robust returns on Ohioana's endowment funds at the Columbus Foundation.
- **Objective D.** Use annual income from Ohioana's endowment funds at the Columbus Foundation to help to implement strategic plan objectives.

- **Human Resources**

- **Objective A.** Develop and implement a 5-year staffing plan that makes possible the achievement of strategic plan goals and objectives.
- **Objective B.** Align annual performance expectations of Ohioana staff with the goals and objectives of the strategic plan.
- **Objective C.** Provide appropriate compensation and ongoing professional development both to attract and retain exceptional staff.

- **Objective D.** Recruit at least four new board members who:
 - Will be able to assist in securing new and diverse supporters and finding partners, and/or
 - Bring professional skills and expertise that benefit Ohioana's programming and daily operations.

- **Objective E.** Align the work of Ohioana committees with strategic plan goals and objectives.

*Adopted by the Ohioana Board of Trustees
May 8, 2015*