

## APPENDIX A: YEAR 1 IMPLEMENTATION PLAN

3-Year Outcomes	Strategies	2016 Activities	Potential Subsequent Activities
<b><i>Umbrella Activities to Support Priority Areas Below</i></b>			
YALSA is structured in a way that maximizes efficiency and flexibility, enabling the organization to accomplish its goals, as outlined below	<b>Align organization to the organizational plan.</b>	Develop and conduct baseline survey to capture data across all strategies: diversity of YALSA membership and library staff working with and for teens; how familiar members are with the envisioned future; how many	Conduct annual survey built upon baseline survey.
		Realign existing structures (e.g., committee structure, staffing model), programs (e.g., CE, conferences), and offerings (e.g., YALSA grants) against the envisioned future.	Conduct interim progress review at ALA Midwinter 2017.
		Expand budget document to accommodate new initiatives and reorganize structure to better track true program costs (e.g. assign portions of salaries to specific projects)	Adjust future budgets as needed
		Undertake bylaw revision consistent with the requirements of this organizational plan - e.g., board member eligibility requirements, committee structure, mission/vision statement, etc.	Put bylaws changes on 2017 ballot for members' consideration
<b><i>Priority Area: Leading the Transformation of Teen Library Services</i></b>			
75% of libraries have applied at least one aspect of the envisioned future with respect to their teen services.	<b>Leverage YALSA programs, activities, and communications to promote the transformation of teen library services.</b>	Identify specific examples of library programs that embody key aspects of the transformation of teen library services, with a focus on capturing efforts in diverse contexts—e.g., urban and rural, high and low income, racial/ethnic differences, etc. Present these programs in multiple contexts (written materials, webinars, an “expo” at ALA annual conference, poster and other sessions at state conferences, etc.) and include specific tools for replicating their key components across different contexts.	In a second loop of learning, celebrate libraries that have replicated these initial programs in their own contexts. Develop a cycle of continuing “short-term wins” that reach a tipping point. Consider creating some sort of national YALSA “award” or recognition system to spotlight program adoption and achievement.
		Communicate opportunities for more poorly funded libraries (e.g., in rural or low-income urban communities) to do something to move toward the envisioned future.	Continue outreach and communication, based on initial response

By 2018, there is a YALSA presence at a minimum of 10 state or regional conferences per year.	<b>Leverage relationships with state association to promote the transformation of teen library services.</b>	Contact state leaders to determine how we can work together in building a relationship between YALSA and their state organization through resource sharing, building infrastructure, meetings, conference presentations, etc. Answer the question, "What do state associations need, and how can YALSA help?" and co-create the appropriate offerings.	Develop a 50-state engagement strategy, with specific offerings and focused on specific leaders at the state level, including but not limited to state library association leaders and state library agency youth services consultants.
By 2018, YALSA membership has grown by at least 15%.		Identify key states for growth and concentrate outreach efforts on those states and their young adult sections to identify opportunities to serve/collaborate. Begin work with those states.	Identify libraries in each state that are most aligned with YALSA's envisioned future and highlight them at their state's library association conference and/or at a national
			Leverage existing members to recruit/refer new members in their regions and to promote YALSA's teen-focused initiatives.
75% of those serving teens in libraries demonstrate familiarity with transformation-related concepts.	<b>Implement ongoing curricula to build knowledge and skills required to bring about the transformation of teen library services.</b>	Conduct an audit of existing CE offerings against key components of the envisioned future. Begin to develop additional CE offerings and materials to fill gaps. Engage members who are skeptical about the transformation of teen library services in the development of these materials to ensure that their perspectives are taken into account.	adjust CE offerings based on initial round and feedback received
		Reorganize YALSA communication platforms to highlight CE under one umbrella.	
		Update formats for CE delivery based on member needs	
30% of YALSA members have used YALSA's leadership development offerings in some form.	<b>Institute a three-track leadership development curriculum for (1) front-line library staff, (2) managers, and (3) senior leadership for YALSA and the profession.</b>	Identify key leadership competencies at the three career levels.	revisit competencies periodically to ensure they remain relevant
90% of those who have used YALSA's leadership development offerings self-assess as having increased or improved their leadership skills.		Develop curriculum for leadership development offering for one career level	Beta-test a leadership development offering for one career level via webinar and/or a session at the 2017 ALA Midwinter Meeting. Conduct outreach to promising young members to invite them to participate in the

		Identify YALSA leaders at the front-line level and target them for training.	Launch a comprehensive leadership development offering for one career level at 2017 ALA Annual Conference.
At least 100 YALSA members are qualified to provide cultural competency training in their own region.	<b>Develop a program of training and assessment for cultural competency.</b>	Develop collaboration with appropriate organizations, including but not limited to ethnic caucuses, JCLC, GLBT-RT, ASCLA, the ALA Task Force for Diversity, Equity, and Inclusion.	Create a variety of pathways for members to get engaged in YALSA's cultural competency work
		Identify or develop a cultural competency self-assessment and training curriculum. Have YALSA Leadership take self-assessment and training first.	adjust self-assessment tool if needed after initial use and feedback
		Begin to develop a "train the trainer" curriculum to train a national cadre of cultural competency trainers.	Implement train the trainer program & work with those who are trained to ensure workshops are offered
The number of YALSA members with diverse backgrounds, as defined by ALA, has increased by 20%.	<b>Model diversity for the field through YALSA's recruitment, membership, and governance.</b>	Offer free YALSA membership to President/Chairs of targeted organizations—e.g., ethnic affiliates, GLBT-RT, EMIERT, GLSEN, etc.	outreach to those who received free memberships to encourage involvement in YALSA
		Conduct outreach to those working for and with teens in libraries to increase diversity of YALSA membership.	
		Commit to supporting at least one additional YALSA Spectrum Scholar per year.	
		Incorporate diverse members into YALSA Member Spotlight.	
		Continue to encourage the Nominating Committees to provide greater diversity in its pool of vetted candidates	

**Priority Area: Advocacy to Policy Makers at All Levels to Increase Support for Teen Library Services**

100% of YALSA members conduct advocacy at some level and know they are doing so.	<b>Train, empower, and support YALSA members to conduct advocacy at all levels.</b>	Inventory YALSA advocacy resources. Update those deemed useful and ensure consistency of language and messages across resources. Sunset other resources whose shelf life has expired. Organize all advocacy resources into a more user-friendly format and develop an advocacy curriculum based on them.	Create a means to recognize YALSA member & supporter advocacy to highlight the advocacy efforts that best fit with YALSA's envisioned future and with adopting a teens-first service approach.
At least five governor's advisory boards/councils have YALSA members on them by end of 2018.		Become knowledgeable about Governors' boards and the process for appointment to them. Identify YALSA members to embed in governor's advisory boards/councils for youth issues and reach out to them.	assist members with identifying and participating in local boards
10% increase in library funding at the state level.		Create a venue for YALSA members to share their advocacy efforts, and feed information on YALSA's advocacy successes back to members; develop tools for tracking, coordinating, sharing, and celebrating local and state-level advocacy activity.	
		Re-envision the use of National Library Legislative Day to support impactful YALSA advocacy at the national level to engage members who cannot travel and amplify the message.	
20% of congressional members have staff who have attended at least one YALSA briefing on Capitol Hill.		<b>Conduct quarterly briefings on Capitol Hill for legislators, policymakers, and their staffs.</b>	Identify partners and hold one briefing on Capitol Hill to familiarize congressional members and their staffs with teen library services and their benefits. Report briefing outputs and outcomes back to membership.
	Find partners familiar with the process of drafting and shepherding legislation through the legislative process.		Develop sample legislation for library sustainability and funding increases.

**Priority Area: Funder and Partner Development**

All libraries that serve teens and/or their families have access to sufficient funding to apply to at least one aspect of the envisioned future with respect to their teen services.	<b>Develop and implement an entrepreneurial funder and partner development strategy.</b>	Hire staff member and/or consultant or revise current staffing model to allow for working on funder/partner development.	adjust staff or consultant roles and responsibilities as needed
		Create two board seats for non-members/non-librarians with a passion for YALSA's mission, but with backgrounds in key areas needed to support the work of YALSA, such as business, corporate partnerships, or fundraising. (Requires bylaw amendment.)	evaluate success of effort to determine whether it should continue
YALSA funding to support members and their libraries exceeds \$5 million per year.		Define optimal operating model and recruit promising members and others to identify entities in the public, private, nonprofit, and philanthropic sectors that are potential funders and partners likely to respond to YALSA's envisioned future. Charge this task force to "shock" the YALSA board with the scope of the entities	
		Set specific goals with respect to each current funder and partner, and develop a plan to meet those goals.	adjust goals as needed as implementation plan unfolds
		From the lists of entities identified by the member group, select those that offer the most promise. Begin building relationships with these entities and establish a set of five to pursue more vigorously based on the results. Begin building relationships with these entities to co-create the parameters of a funding relationship. Look for opportunities for innovative collaborations to advance the transformation of teen library services.	
All member libraries will have made at least one community partnership that helps them achieve a future-focused transformation of teen services.	<b>Ensure members are capable of engaging current and potential funders and partners development at the local level.</b>	Include a session, as a starting point for getting information and learning out to staff serving teens, on local funder and partner development at the 2016 YA Services Symposium.	Use print and digital communications/publishing channels to inform and facilitate learning on this topic with members.

<b>Resources</b>			<b>Measures for Monitoring and Evaluation</b>
<b><i>Financial</i></b>	<b><i>Human</i></b>	<b><i>Organizational</i></b>	
developing survey instruments	staff and member leader time		survey results and analysis
potential cost of new grants or rewards for members	staff and member leader time	Organization & Bylaws Committee may take on new tasks and sunset others	member satisfaction with revised participation structure, program offerings, etc.; quality and timeliness of work products put out by member groups
potential cost of new initiatives	staff time		Management reports, financial reports
	staff and member leader time		evidence of greater diversity on the board
possible cost of developing and distributing accompanying tools	Staff &/or member time for identifying exemplary library programs, for promoting them, and for developing accompanying tools.	YALSAblog focus on highlighting bright spots.	% of libraries that have applied at least one aspect of the transformation of teen library services, according to annual survey results that categorize by urban/rural, and by income level.
Potential cost of attending Association for Rural and Small Libraries conferences	Staff time for marketing opportunities	New process for ongoing identification of bright spots and potential trainers.	number of poorly funded libraries that have taken steps toward envisioned future

Cost of travel, lodging & registration for YALSA leaders to attend state level library events. Cost of printing & shipping materials to state events. Cost of exhibit booths.	Member time for state-level activities. Staff time for supporting member participation at state activities. Staff time for contacting state leaders.	Develop infrastructure to connect state level YA leaders with one another and with YALSA	Number of transformation-related activities, such as programs at state library association conferences, along with evaluation from presentations
potential cost of any award for 'best' library program or teen services dept.	Member or staff time for identifying states and for reaching out to them	think about opportunities to integrate work of state organizations into YALSA and vice versa	YALSA membership by state.
Cost of referral materials and mailings	Member and staff time to support referral program	embed referral program into work of a member group	success rate with referral program
fees for e-learning platforms. Consider making some or all webinars available for free to anyone by evaluating impact on CE as a member recruitment hook. Honorarium for instructors. Cost of advertising	Member time to create continuing education content. Staff time to plan, implement, market, & evaluate CE and to support instructors	new platforms for delivering CE could be warranted	Pre and post surveys of CE participants to evaluate success.
	staff time for reorganizing content		Number of people participating in CE.
fees for e-learning platforms.	staff time to migrate CE to new platforms		satisfaction survey of CE participants; number of CE participants
	member time to identify competencies	embedding leadership competencies across the organization, including in guidelines and other foundational documents	New database of Leadership Development attendees and assessment data (including long-term survey results) to monitor progress toward goals.
cost of curriculum development (to help gauge cost: e-course developers are paid \$750 per course)	member time to develop curriculum. Staff time to plan, market and evaluate the event	re-organize staffing model to accommodate additional needed time to work on leadership development effort	

fees for curriculum development (to help gauge cost: e-course developers are paid \$750 per course)	member time to develop curriculum. Staff time to plan, market and evaluate the event		evaluations from event participants
	member and staff time to identify and promote engagement opportunities. Member & staff time to cultivate partnerships	successfully making a shift away from old engagement structures, such as committees, to ones that better suit member interests and lifestyles as well as help YALSA be fast and flexible	strength of partnerships, member satisfaction with participation pathways, number of members participating
possible fees for creation of self-assessment tool	Member time for materials compilation &/or development. Staff and board time for cultural competency training. Staff time for maintaining assessment tool.	embedding cultural competency mindset across the organization, including in guidelines and other foundational documents	Number of people completing online self-assessment; evaluation of self-assessment by users.
cost of curriculum development (to help gauge cost: e-course developers are paid \$750 per course). Cost of implementing training (will vary whether it's F2F or virtual)	staff and member time for curriculum development, as well as planning, implementing & evaluating the training. Staff time to manage the trainer recruitment process & member time for vetting applications. Staff time for on-going support of trainers	need a tracking method for collecting information about trainings offered by trainers & what the impact is. Need to re-organize staffing model to accommodate additional staff time that will be needed for trainer effort	Number of people who complete the train-the-trainer program.
Yearly funding for the determined number of free memberships @ \$195 ea.	Staff time for processing memberships		Diversity as reported in a YALSA membership survey; participation levels of those receiving free membership
cost of recruitment material development & distribution	staff and member time for outreach		Diversity as reported in a YALSA membership survey
Funding for 1 additional Spectrum Scholar per year, @ \$6,500 per yr.	staff time for processing scholar payment, membership, etc. Member leader time for outreach to scholar. Possible FAC time for fundraising efforts		Diversity as reported in a YALSA membership survey; participation levels of those receiving YALSA sponsorship
	Staff or member leader time to recruit members to fill out the spotlight form		
fees for training nominating committee members	staff and member leader time to work with the Nominating Committees	possible organizational changes, depending in part on outcomes from Board Diversity Taskforce	increased board and award committee diversity



possible funds for some sort of formal recognition and/or printing of resources	staff and member leader time to develop and implement a recognition method as well as re-organize advocacy content	more streamlined and centralized approach to developing advocacy resources	Number of members sharing their advocacy efforts in the YALSA advocacy venue.
	Staff and member leader time to learn about governors' boards and reach out to members about pursuing an appointment		Number of YALSA members engaged in state advisory boards and councils. State level funding and teen service focused activities coming from those boards and councils.
potential fees for an e-platform to track and share advocacy efforts	staff time to recruit members to share advocacy efforts. Staff time for maintaining e-platform		Number of members participating in state level advocacy, sharing resources, accessing e-platform
existing travel stipends for 2 members @ \$1,000 each. Travel funds for President & Executive Director to attend NLLD at about \$1,500 each. Potentially more funds needed depending on what "re-envision" means	staff and member leader time to attend NLLD. Staff & member leader time to promote & vet travel stipend applications. Staff time to process applications, disperse funds, promote winners, etc.		number of members participating in National Library Legislative Day
A/V & materials for briefings, travel costs.	Staff time to cultivate partners and plan & promote briefings.	re-organize staffing model to accommodate additional needed time to work on quarterly briefings	Congressional staff member attendance at Capitol Hill briefings. Funding and teen service focused activities coming from federal funding and programs.
Cost of hiring someone to author legislation	staff time for identifying and connecting w/ state leaders who could shepherd legislation thru in their state	re-organize staffing model to accommodate additional needed time to work on a state level legislative advocacy effort	Library and teen services related funding bills that are voted on.

Funds for staff member and/or consultant to focus on funder/partner development.	Staff time for recruiting consultant and/or re-organizing staffing model. Staff and/or consultant who either devotes full or part time to task. Will also work w/ ALA Development Office to amplify their work. Member leader time for recruiting members to work on identifying potential partners. Member leader & staff time for monthly check-ins.	May require restructuring of current staffing model to integrate funder/partner development staff who might either be new or within a newly structured model.	Monthly check-ins to gauge progress in identifying potential funders and partners and moving them through the pipeline.
potential cost of paying for travel for these board members	member and staff time to develop proposal, put it on the ballot, etc.	create pathways for non-library staff to engage in the work of the organization	whether or not ballot measure passes; diversity on YALSA board
	Member time for work on task force.	Skills within the association—member and staff—related to funder and partner development	
Funds for materials to support funder/partner development.	Member or staff time for plan and materials development		
Funds for travel to conferences and events that can help to support funder/partner development.	Staff/consultant time to cultivate partner/funder relationships and to develop collaborations	Formalize a process for keeping in touch with/engaging potential and existing partners and funders	number of new partners and funders; level of success/impact of programs implemented w/ partners and funders
	Member time to develop the session. Staff time to support session presenter		Evaluate content of local funder/partner development session at Symposium. Follow-up with participants to learn about their use of the learning in the session.