



**Federal Bar
Association**

2020–2022 Strategic Plan

**Adopted by the Board of Directors
September 5, 2019**

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Executive Summary

The Federal Bar Association's (FBA's) mission has brought together attorneys and judges from all parts of the country and all areas of legal practice and has united them in common service to the federal legal profession. In less than a year, the FBA will celebrate 100 years of service to its members and the legal community—service that was inspired by the vision of the founders many years ago. From its small beginning in 1920 with 438 founding members, the FBA has grown to more than 18,000 members. To ensure that the FBA is the preeminent bar association for federal practitioners for the next 100 years and to provide goals and direction for the immediate future, the Board of Directors embarked on the strategic planning process in 2019.

In 2018, the FBA saw the effects of declining membership, a trend that has been impacting most bar and professional societies since 2015. As planning commenced for the association's Centennial Celebration (scheduled for March 2020), the board recognized that the organization is in transition and must evolve to meet the needs of its multigenerational, national membership. Because of the forward-thinking leadership of the board and openness to an independent review of the association, the strategic planning process offered an opportunity to take a critical look at who the members of the FBA are, what the FBA does, and how the FBA can better serve the needs of its changing membership.

The strategic plan focuses on three specific objectives for lasting impact: design a sustaining financial model that will support the FBA's future relevance; strengthen recognition of the FBA as the advocate for the federal judiciary and as the premier bar for federal practitioners; and modernize the FBA's governance structure to ensure meaningful and inclusive leadership opportunities. Each objective includes specific and measurable action items that will be monitored quarterly by the Board of Directors. Progress will be reported semiannually to the membership.

The 2020-2022 strategic plan was formally adopted by the Board of Directors on September 5, 2019, at the annual meeting of the board held in conjunction with the FBA's Annual Meeting and Convention in Tampa, Florida. The plan is structured over a three-year period. The Board of Directors will adopt a new strategic plan in 2023.

Grounded in the association's mission, vision, and core values, the plan articulates objectives that are consistent with the FBA's commitment to serving as a nonpartisan catalyst for communication between the bar and the bench, as well as between the private and public sectors.

Mission, Vision, and Core Values

FBA Mission

The mission of the FBA is to strengthen the federal legal system and the administration of justice by serving the interests and the needs of the federal practitioner, both public and private, the federal judiciary and the public they serve.

FBA Vision

The FBA will be recognized as the premier bar association serving the federal practitioner and judiciary.

Core Values

The FBA serves as the national representative of the federal legal profession. It exists to promote the sound administration of justice and the integrity, quality, and independence of the federal judiciary; to enhance the professional growth and development of members of the federal legal profession and promote high standards of professional competence and ethical conduct, including through the provision of quality education programs; to promote the welfare of attorneys and judges in the federal legal profession, including advocacy in accordance with the mission of the association and provision of meaningful services and benefits through membership in the association; to support the members of the association by promoting professional and social interaction, notifying and educating members as to developments in their respective fields of interest, encouraging member involvement in activities of the association, and providing opportunities for members to assume leadership roles in the association; and to promote diversity throughout the legal profession and the association.

Present Status of the FBA

The FBA, founded in 1920, is a nonpartisan catalyst for communication between the bar and the bench, as well as between the private and public sectors. Our more than 18,000 members run the gamut of federal practice: attorneys practicing in small to large legal firms, attorneys in corporations and federal agencies, and members of the judiciary.

The FBA is governed by a 15-member Board of Directors, which is supported by a system of 12 standing committees. The National Council is composed of the members of the Board of Directors; the past national president; circuit vice presidents; chairs of sections, divisions, and standing committees; and representatives and delegates from affiliated organizations and chapters. The Foundation of the FBA and the Federal Bar Building Corporation are affiliated organizations. The FBA has 24 sections, six divisions, and 100 chapters.

The national association is headquartered in Arlington, Virginia. The national staff consists of 11 full-time employees and one part-time employee and is led by Executive Director Stacy King, who has worked for the bar for the past 21 years and has served as the chief staff executive since October 2016. The FBA retains outsourced vendors to provide accounting, administrative, advocacy, IT, and marketing services.

The association maintains an active presence in the nation's capital by monitoring and participating in policy-making processes in Congress, the Executive Branch, and the federal judiciary. The FBA is non-partisan in its policies and relationships with lawmakers and other officials. The FBA does not endorse or contribute to political candidates, nor does it maintain a political action committee. Similarly, the FBA does not endorse the candidacies of presidential nominees to the federal bench. The FBA's nonpartisanship and its emphasis on issues addressing federal jurisprudence and legal practice contribute to the association's respect and credibility in the halls of Congress and throughout Washington.

The association publishes a semimonthly magazine, *The Federal Lawyer*; section and division newsletters; and a blog and other social media communications. In addition, it offers approximately 15 continuing legal education seminars and conferences and holds a leadership summit at mid-year and an annual meeting and convention at year-end. The association also supports various outreach programs and civics education.

Methodology

The Board of Directors engaged with strategic planning consultant Harrison Coerver to facilitate the strategic planning process. Harrison and his associates have provided strategic planning assistance to more than 1,200 trade associations, professional societies, and membership organizations. Harrison is the co-author of the best-selling books *Race for Relevance: 5 Radical Changes for Association* and *Road to Relevance: 5 Strategies for the Competitive Association*.

The board initiated the process at the January 2019 quarterly board meeting with a session with the consultant. The board discussed factors precipitating the planning initiative; clarified the expectations of the strategic plan; and reviewed the proposed work plan and schedule. The consultant conducted in-depth, in-person interviews with the three officers and telephone interviews with the 12 elected directors to evaluate the association's performance; identify organizational strengths, weaknesses, and opportunities; and provide direction for the planning process. The consultant also led a focus group with representatives of the Younger Lawyers Division Board of Directors to evaluate and analyze the association's performance, solicit ideas that should be addressed in the association's strategic plan, and document assumptions regarding the future.

As part of the process, two surveys were conducted: one for members of the National Council (FBA stakeholders) and one for professional members. The objective for the survey of the National Council audience was to evaluate the association's performance; assess organizational strengths, weaknesses, and opportunities; and solicit suggestions to improve the value of membership. The objective for the survey of the professional membership audience was to determine overall membership satisfaction; assess member awareness of and value of FBA programs, services, communications, and products; solicit member perspectives on federal bar trends; and identify new opportunities to add value to membership.

During the midyear Leadership Summit, the consultant led a second focus group with section and division leadership and members of the Sections and Divisions Council. The objective of this session was to evaluate and analyze the association's performance, solicit ideas that should be addressed in the association's strategic plan, and document assumptions regarding the future. Members of the National Council were also invited to a "Town Hall" forum, which was facilitated by the consultant. The issues that were identified in the leadership and membership surveys were discussed, and attendees explored opportunities to strengthen the FBA–chapter relationship. The consultant also solicited ideas on how the FBA can add value for members in the future.

The consultant led the Board of Directors in a day-and-a-half strategic planning retreat in June 2019. Through the facilitated discussion, the board defined and analyzed the present status of the FBA; assessed the environment for the federal bar; reviewed the findings

from the interviews, focus groups, surveys, and forum; discussed planning issues; documented future forecasts and assumptions; and established priorities and direction.

The planning process concluded with a facilitated one-day work plan and resource allocation meeting with the national staff. In this meeting, staff identified specific projects and tasks, assigned responsibility, established timelines, and allocated necessary resources for each strategic objective.

Review of Analysis

The Board of Directors carefully reviewed the survey results; analyzed recent industry trends and market developments; and conducted an organizational assessment of membership, programs, and finances.

Surveys

The membership survey was distributed to approximately 10,000 professional members and received an 8% response rate, or 826 respondents. Members rated their satisfaction as 3.4 on a 5.0 scale and indicated that they found the most value from their local chapter affiliation. Based on survey responses, 34% of members were not likely to recommend membership (detractors) versus 32% of members who were likely (promoters), resulting in a negative net promoter score. More than half of the respondents find advocating for the federal judiciary very important or extremely important.

The National Council survey was distributed to approximately 234 leaders and received a 32% response rate, or 74 respondents. Leaders rated the overall performance of the association as 3.7 on a 5.0 scale and indicated that they found the chapters to be the FBA's most significant strength. Most leaders believe that the website presents the biggest opportunity for improvement. Leaders rated the overall effectiveness of the National Council as 2.9 on a 5.0 scale. Based on survey responses, 35% of National Council members were not likely to recommend participation in National Council (detractors) versus 32% of National Council members who were likely (promoters), resulting in a negative net promoter score. More than a third of the respondents were chapter presidents or chapter delegates.

Based on this analysis, the board concluded that there is an immediate need to better define the FBA brand and value proposition, communicate the value of FBA's advocacy, and improve the website.

Recent Industry Trends and Market Developments

Through a collaborative discussion, the board discussed recent industry trends and developments in the legal profession based on shared experiences. The board outlined the following trends:

1. High case loads
2. Judges in transition
3. Changes in judge and practitioner work/life expectations
4. Judicial appointment process is more politicized
5. More diversionary programs (specialty courts)
6. Increased mediation
7. Courthouse security issues
8. Fewer trials
9. Proliferation of discovery
10. Impact of technology
11. More focus on compliance and advice vs. litigation
12. Less formal
13. Courts in survival mode

Organizational Assessment

Because of the nature of a national bar association, there are many moving parts. Chapters, sections, and divisions conduct their activities autonomously, which can create a diluted and inconsistent brand identity for the organization. First-time participants often question the role of the National Council, and the national office is not adequately staffed to carry out operations for an 18,000-member organization.

Membership

There are approximately 14,000 dues-paying members, 1,700 honorary members (judges), and 2,500 law student associates. The recent drop in membership is not yet fully understood. Section and division memberships are tracking in line with the general membership trend (decline).

Programs

The FBA offers several unique, national programs. These niche-oriented conferences and seminars that focus on specific areas of law are typically successful. Conferences are labor-intensive, and the financial performance of each conference varies widely.

Financial Analysis

The FBA's total annual revenue is approximately \$5 million, which consists of 52% dues income and 24% conference income. Conferences typically break even (hard cost) before

staff and overhead costs are applied. The FBA holds approximately \$2.7 million in reserves. 28% of expenses are allocated for staff and outsourced services.

Strategic Issues

The Board of Directors identified eight strategic issues that the organization should address to remain relevant in the changing bar association marketplace.

Organizational Integration

Although the organization has made strides in improving integration, connecting with chapters has been a historical issue for the national association. The national/chapter connection is critical for sustainability because for many members, the chapter is their priority. The board asked, “Is it integration that we need or better communication and awareness?”

Membership

Since 2018 there has been a decline in total membership and a decrease in member retention. Bar associations in general are struggling with membership, and, at this time, the reasons for the FBA’s membership decline are unknown. Industry trends show that support of membership dues is in decline and, because of the increased movement of attorneys from firm to firm, membership retention is becoming more difficult. The board also noted that recruiting and retaining public sector attorneys is an issue. A task force was appointed in October 2018 to study this issue and make recommendations for recruitment and retention strategies.

The Membership Committee kicked off the “20,000 by 2020” campaign in an effort to increase membership by the Centennial Celebration in March 2020. There will be an emphasis on articulating the FBA’s value proposition. The committee is anticipating incremental results as soon as October 2019.

Examination of membership operations showed that the national staff is understaffed. Management is looking carefully at the mechanics of renewal to assess areas of inefficiency. Auto-renewal is currently being explored.

Chapter Support

The national leadership through the circuit vice presidents and staff offers support to chapters through the annual leadership training program, resources on the online leadership portal, and chapter activity fund grants. Although the support that is offered is believed to be good, feedback from chapters indicates that the support is insufficient. There is an immediate need to improve communication and promotion of what staff support is available for chapters.

Diversity and Inclusion

In 2018, the Diversity and Inclusion Task Force was created and has recommended that the association focus on purposeful initiatives, outreach to specialty bars, member and leadership diversity, communicating the FBA's commitment to diversity and inclusion, and integrating diversity and inclusion into the organization's infrastructure. Diversity and inclusion will need to begin at the chapter level. Currently, the FBA lacks the administrative and financial resources to carry out the task force's recommendations.

Governance

The FBA undertook considerable governance changes in 2007. The Board of Directors composition is representative of FBA entities (chapters, sections/divisions, circuit vice presidents, and younger lawyers). The National Council, with an average attendance of 100 members, has unrealized potential as a forum for connectivity and communication. Many sections and divisions struggle with a lack of consistent leadership.

Finances

Approximately 52% of the association's revenue is from membership dues. The board believes that the organization is currently in a strong financial position to weather a short trend in membership decline. The board asked, "Are there revenue opportunities that we could pursue?"

Advocacy

Long-time Government Relations Counsel Bruce Moyer has announced his retirement by September 2021. The transition to new counsel or team will occur in FY2022. The board believes that the organization needs to be better prepared to address issues as they arise, and that the FBA's thought-leadership role could be strengthened and leveraged to build brand awareness. The strong support for civics education enhances our advocacy efforts.

Technology

The association is continually playing "catch up" with technology. Although website improvements are underway, increased investments in technology will be required to stay relevant. The board outlined the following technology opportunities:

1. Texting
2. Webinars
3. Apps
4. Communities
5. Social media
6. Targeted member communications
7. Virtual meetings
8. Podcasts

Situation Analysis

The board identified the FBA's key strengths, resources, and capabilities; key weaknesses, problems, barriers, or threats; and major opportunities or potentials. In the first two sections, board members ranked the most significant three of those proposed. The number of votes follows each issue. In most cases, effective strategy is the result of matching the organization's strengths with opportunities or problems.

Key Strengths, Resources, and Capabilities

1. Chapters (12)
2. Nonpartisan advocacy (12)
3. Relationship with the federal judiciary (10)
4. Leadership throughout the organization (8)
5. Large group of committed members (1)
6. Stability of 100 years (1)
7. Program content (1)

Key Weaknesses, Problems, Barriers, or Threats

1. Small, underfunded staff (13)
2. National Council (9)
3. Playing catch up in technology (7)
4. Resistance to change (5)
5. Inconsistent Section and Division leadership (5)
6. Chapter/Section disconnect (3)
7. Inadequate revenue streams (2)
8. Dip in membership (1)
9. Value to justify dues (not ranked)

Major Opportunities or Potentials

1. Capitalize on being small and nimble
2. "Leapfrog" in technology
3. Chapter leadership development and support
4. New revenue sources
5. Stronger advocacy component in our branding
6. Collaboration with the courts
7. Capitalize on millennial identification with causes
8. Leadership opportunities with younger members
9. Pool of potential members
10. Marketing and recruitment campaign
11. Relationship with the FBBC and the Foundation

Forecasts and Assumptions

“Assumptions” are temporary estimates regarding important probable developments that cannot be predicted with accuracy and over which FBA has no significant control. They should not be considered predictions, but they do reflect the current thinking of the group. The planning session participants made the following assumptions.

Future Market Conditions and Environment for Federal Practitioners and Federal Judges

1. Loss of senior judges at the district level
2. Supreme Court vacancies
3. More diversion programs and mediation
4. More attorneys operating as freelancers
5. Economic stratification of attorneys
6. Non-lawyer ownership of law firms
7. An economic downturn in the five-year period
8. Increase in entry-level attorneys
9. Judiciary increasingly viewed as partisan
10. Less person-to-person interaction

Political, Legislative, and Regulatory Developments

1. Increased politicization of the judiciary
2. Continued court funding challenges
3. Increased attention to and requirements in cybersecurity
4. Continued delays in the judicial confirmation process
5. De-unification of mandatory bar associations
6. More complex and expansive laws

Technological Assumptions

1. Predictive coding
2. Privacy and security issues and legislation
3. More video conferencing and online interaction
4. More information, less knowledge
5. Impact of the “Amazon mindset”
6. Changing communication platforms
7. Increased delivery of FBA value

Profile and Characteristics of the FBA Member

1. Somewhat younger
2. Fewer “joiners”
3. Tech savvy

4. More diverse
5. More discerning
6. More difficult to retain
7. Time-pressed

Assumptions Regarding FBA

1. More challenging to grow the membership
2. Mission the same; how we execute will change
3. Our value to the judiciary will increase
4. Leadership will remain strong
5. National Council repurposed
6. Differentiated from the ABA
7. Increased demand for CLE
8. Will attract the best and brightest federal attorneys
9. More diverse

FBA Objectives (2020–2023)

An objective is a temporary but careful estimate regarding a future result that cannot be projected with accuracy but is believed to be achievable through focused efforts and commitment of resources. Objectives are derived from a careful analysis of future development and potentials, and relatively less reliance is placed on historical data and the projection of past experience.

Priority sequence was determined by a voting process in which members of the board were provided with a handout. Participants were asked to choose three objectives and write the corresponding identification letter in the appropriate box for a first, second, and third ranking. Items ranked first received three points, items ranked second received two points, and items ranked third received one point. Points were tabulated and objectives were ranked, as follows.

- A. Design a sustainable financial model that will support the Federal Bar Association’s future relevance (35)
- B. Strengthen recognition of the Federal Bar Association as the advocate for the federal judiciary and as the premier bar for federal practitioners (34)
- C. Modernize the Federal Bar Association’s governance structure to ensure meaningful and inclusive leadership opportunities (9)
- D. Optimize technology to deliver member value (6)
- E. Increase conference attendance and improve conference financial performance (4)
- F. Collaborate with related organizations to advance civics, the rule of law, and the administration of justice (4)
- G. Achieve total FBA membership of 23,000 by 2023 (3)
- H. Position FBA as a diverse and inclusive organization (1)

Objectives are stated within a span of time; the board established the following three-year objectives and placed them in priority.

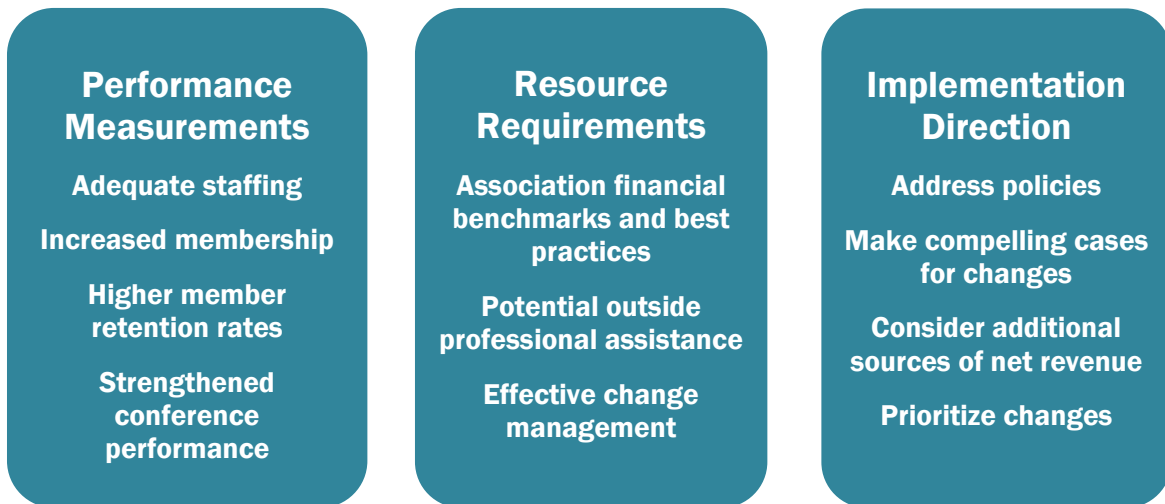
Objective 1: Financial Model

Design a sustainable financial model that will support the Federal Bar Association’s future relevance.

Through its organizational assessment and analysis, the board determined that the current financial model isn’t meeting the needs of the FBA and is not sustainable long-term. Because membership dues continue to be a critical component of the model, the declining trend in membership is troubling. Conferences have the potential to generate greater net revenue, but most continue to break even prior to overhead allocations.

It is estimated that the national staff is understaffed by three full-time employees. While outsourcing staff is an economical option to meeting the needs of the organization, greater resources should be allocated to administration, including an increase in capital improvements for technology.

There are activities with low return-on-investment that should be examined to determine if they can be redesigned or eliminated altogether. The board agreed that there should be no “sacred cows” during this assessment. Changes may be met with resistance, but changes are needed to create a sustainable financial model.

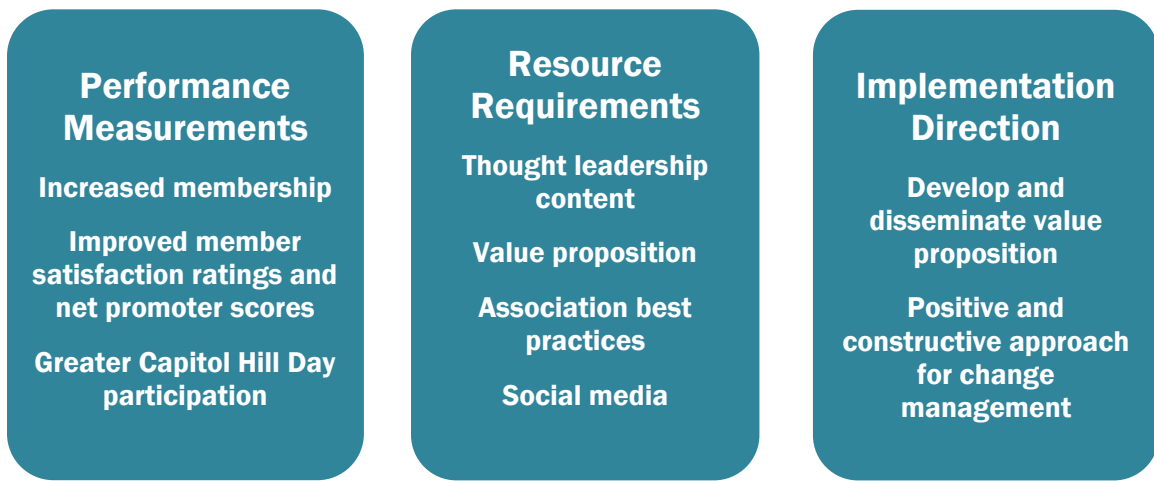


Objective 2: FBA Brand

Strengthen recognition of the Federal Bar Association as the advocate for the federal judiciary and as the premier bar for federal practitioners.

Our profile has improved through outreach efforts in the legal community, but much work lies ahead. A stronger and more recognizable brand and solid reputation is a true membership asset. Improving the member experience is critical to strengthening the brand and delivering on the FBA's mission. The association must articulate a compelling value proposition by increasing communication with members and prospects and maximizing thought-leadership content.

Management has determined that outsourcing the marketing function is currently the best option and has engaged with an association management company to provide marketing services.



Objective 3: Governance

Modernize the Federal Bar Association’s governance structure to ensure meaningful and inclusive leadership opportunities.

Members are increasingly pressed for time as they juggle busy professional and personal lives. Twice per year, the association asks members from across the country to commit significant time to attend governance meetings. There is little opportunity for collaborative discussions and consideration of issues facing the federal bar during these meetings. The FBA should transform National Council meetings into meaningful and productive exchanges among leaders. The independent nature of the sections and divisions model should also be examined to determine modifications that will allow for effective and accessible leadership and administration.

By its very nature, the FBA encompasses all aspects of the federal legal community, including all federal courts, federal practices, and parts of the country. We are therefore inherently positioned to broadly embrace and impact diversity issues in federal practice. Recognizing that the FBA must work to ensure that the organization fully reflects the rich diversity of our communities, the association must cultivate a meaningful and sustained diverse and inclusive culture throughout the organization.



Action Plans for Objective 1: Financial Model

MEMBERSHIP RETENTION

Project 1

◆ INCREASE MEMBER RETENTION FROM 79% TO 83% BY IMPLEMENTING FISCAL CALENDAR RENEWAL AND AUTO-RENEWAL FUNCTIONS

Responsibility: Dominick Alcid, Director of Membership and Chapters; Jennifer Olivares, MSP-Marketing Vendor; and Stacy King, Executive Director

Schedule: Implement auto renew capabilities by January 2020; change from anniversary renewal to fiscal calendar renewal by October 2020

Resources: Communication plan, \$12,000 database cost, additional TBD

Project 2

◆ IMPLEMENT NEW ENGAGEMENT TECHNOLOGY (WEBSITE, COMMUNITIES, AND ENGAGEMENT SCORING)

Responsibility: National Staff

Schedule: Implement communities by October 2019; Implement redesigned website by January 2020, with soft launch of updated transactional features (join/renew/profile updates/event registration) by October 2019; Implement engagement scoring by 2022

Resources: Staff and volunteers, Engagement scoring technology costs TBD

ALIGN SECTION AND DIVISION OPERATIONS WITH BEST PRACTICES AND EFFECTIVE ADMINISTRATION

Project 1

◆ DEVELOP A COMPELLING CASE FOR CHANGE OF THE SECTIONS AND DIVISIONS OPERATING MODEL, TO INCLUDE:

- a. Financial analysis
- b. Financial projections
- c. Competitive analysis
- d. Governance and operations variations vs. best practice
- e. Staffing inefficiencies
- f. War stories and anecdotes
- g. Communities

Responsibility: Melissa Schettler, Sr. Director of Professional Development

Schedule: October 2019–July 2020

Resources: Staff, association and legal group market trends and data, financials

Project 2

◆ REDESIGN THE OPERATING MODEL FOR SECTIONS AND DIVISIONS, TO INCLUDE:

- a. Staff and volunteer roles
- b. Financial management (dues, registration fees, fund balances, revenue sharing)
- c. Conference management
- d. Brand identity
- e. Governance
- f. Number of sections (plan for sun setting inactive)
- g. Enforcement

Responsibility: FY2021 Section and Division Council Chair; Melissa Schettler, Sr. Director of Professional Development; and Laura Mulhern, Manager of Sections and Divisions

Schedule: October 2020–June 2021

Resources: Current policies

Project 3

◆ PRESENT RECOMMENDATIONS FOR BOARD ACTION

Responsibility: FY2021 Section and Division Council Chair

Schedule: September 2021

Resources: Presentation, written report

Project 4

◆ IMPLEMENT NEW SECTIONS AND DIVISIONS OPERATING MODEL

Responsibility: FY2022 Section and Division Council Chair; Melissa Schettler, Sr. Director of Professional Development; and Laura Mulhern, Manager of Sections and Divisions

Schedule: FY2022

Resources: Leadership training, online communities, additional TBD

Action Plans for Objective 2: FBA Brand

VALUE PROPOSITION

Project 1

◆ BENCHMARK SELECTED LEGAL ASSOCIATION VALUE PROPOSITIONS

Responsibility: Jennifer Olivares, MSP-Marketing Vendor

Schedule: September 2019

Resources: List of legal associations to benchmark

Project 2

◆ DRAFT FBA VALUE PROPOSITION(S)

Responsibility: Jennifer Olivares, MSP-Marketing Vendor, and Stacy King, Executive Director

Schedule: October 2019

Resources: FBA staff

Project 3

◆ CONCEPT TEST VALUE PROPOSITIONS WITH MEMBERS

Responsibility: Stacy King, Executive Director

Schedule: October–December 2019

Resources: Chapter meetings, presentation of value propositions

Project 4

◆ PRESENT PROPOSED VALUE PROPOSITIONS TO THE BOARD OF DIRECTORS

Responsibility: Stacy King, Executive Director

Schedule: January 2020

Resources: Presentation

Project 5

◆ INITIATE COMMUNICATION OF NEW VALUE PROPOSITIONS WITH THE CENTENNIAL CELEBRATION

Responsibility: Jennifer Olivares, MSP-Marketing Vendor, and MCI USA, Centennial Marketing and Logistics Vendor

Schedule: February 2019

Resources: Communication/marketing calendar, Centennial promotion

Project 6

◆ INTEGRATE VALUE PROPOSITION THROUGHOUT CHAPTERS, SECTIONS, DIVISIONS

Responsibility: National Staff and Jennifer Olivares, MSP-Marketing Vendor

Schedule: March 2020 and ongoing

Resources: Toolkit, website, training

ADVOCACY COMMUNICATIONS

Project 1

◆ INCREASE MEMBER COMMUNICATION ABOUT GOVERNMENT RELATIONS ACTIVITY

Responsibility: Bruce Moyer, Government Relations Counsel, and Jennifer Olivares, MSP-Marketing Vendor

Schedule: Develop plan September–December 2019; Implement plan by January 2020

Resources: *The Federal Lawyer*, eNews, Government Relations Update, Washington Watch, social media, blog

Project 2

◆ CREATE OPPORTUNITIES FOR CHAPTERS AND MEMBERS TO PARTICIPATE LOCALLY IN ADVOCACY ACTIVITIES

Responsibility: Bruce Moyer, Government Relations Counsel, and Government Relations Committee

Schedule: April-September 2020

Resources: MSP, Government Relations Committee, 2021 Issues Agenda

Project 3

◆ DEVELOP EXTERNAL COMMUNICATIONS PLAN (AUDIENCE: LEGAL COMMUNITY, JUDICIARY, POLICY MAKERS)

Responsibility: Bruce Moyer, Government Relations Counsel, and New Government Relations Counsel/Team

Schedule: April 2021 with new advocacy team

Resources: MSP, legal publications, white papers

Project 4

◆ DEVELOP THOUGHT LEADERSHIP CONTENT (WHITE PAPERS, ARTICLES)

Responsibility: New Government Relations Counsel/Team

Schedule: FY2022

Resources: Government Relations Committee, Foundation, TBD

Project 5

◆ INCREASE ATTENDANCE AND VISIBILITY OF CAPITOL HILL DAY

Responsibility: New Government Relations Counsel/Team

Schedule: FY2022

Resources: Government Relations Committee, MSP

ADVOCACY STAFFING

Project 1

◆ DEVELOP OPTIONS FOR ADVOCACY STAFFING AND DETERMINE THE OPTIMAL MODEL

Responsibility: Stacy King, Executive Director, and Bruce Moyer, Government Relations Counsel

Schedule: April–August 2020

Resources: Scope of work or job description, financial impact analysis

Project 2

◆ PRESENT SEARCH PLAN FOR ADVOCACY STAFFING TO BOARD OF DIRECTORS

Responsibility: Stacy King, Executive Director, and Bruce Moyer, Government Relations Counsel

Schedule: September 2020

Resources: Request for Proposal or job posting, timeline, budget TBD

Project 3

◆ RETAIN STAFF OR CONSULTANT/INDEPENDENT CONTRACTOR/FIRM

Responsibility: Stacy King, Executive Director; Bruce Moyer, Government Relations Counsel; and FY2021 Government Relations Committee Chair

Schedule: October–March 2021 (retain and onboard)

Resources: Executive Committee, General Counsel, MSP, Candidates, Budget TBD

Project 4

◆ GOVERNMENT RELATIONS COUNSEL/TEAM TRANSITION PERIOD

Responsibility: Stacy King, Executive Director, and Bruce Moyer, Government Relations Counsel; and FY2021 Government Relations Committee Chair

Schedule: April–September 2021

Resources: Standard operating procedures, scope of work or job description

Action Plans for Objective 3: Governance

TRANSFORM NATIONAL COUNCIL MEETINGS INTO MEANINGFUL AND PRODUCTIVE EXCHANGES AMONG LEADERS

Project 1

◆ DEVELOP CASE STATEMENT, TASK FORCE CHARGE, AND TASK FORCE COMPOSITION TO MAKE THE NATIONAL COUNCIL MEETING MORE MEANINGFUL AND PRODUCTIVE (EFFICIENTLY CONDUCT ITS BUSINESS AND GOVERNANCE REQUIREMENTS)

Responsibility: Stacy King, Executive Director, and FY2020 Executive Committee
Schedule: September–October 2019
Resources: Staff and leadership time, appointment workbook

Project 2

◆ TASK FORCE PRESENTS RECOMMENDATIONS FOR BOARD ACTION

Responsibility: Task Force Chair
Schedule: January 2020
Resources: Task Force analysis and report

Project 3

◆ IMPLEMENT NATIONAL COUNCIL MEETING RECOMMENDATIONS AT THE SEPTEMBER 2020 NATIONAL COUNCIL MEETING

Responsibility: Christian Adams, FY2020 President, and Stacy King, Executive Director
Schedule: September 2020 (announce changes at March 2020 Meeting)
Resources: Effective change management and leadership

MODIFY NATIONAL GOVERNANCE MODEL TO ALLOW FOR EFFECTIVE AND ACCESSIBLE LEADERSHIP AND ADMINISTRATION

Project 1

◆ DEVELOP CASE STATEMENT, TASK FORCE CHARGE, AND TASK FORCE COMPOSITION. SCOPE OF WORK, TO INCLUDE:

- a. Board of directors' size and composition
- b. Circuit Vice Presidents
- c. Diversity and inclusion
- d. National Council governing role
- e. Volunteer reimbursement policy

Responsibility: Stacy King, Executive Director, and FY2020 Executive Committee
Schedule: September–October 2019
Resources: Staff and leadership time, appointment workbook

Project 2

◆ TASK FORCE PRESENTS RECOMMENDATIONS FOR BOARD ACTION (INCLUDING PROPOSAL TO AMEND GOVERNANCE DOCUMENTS [LANGUAGE] AND PROS AND CONS)

Responsibility: Task Force Chair
Schedule: September 2020
Resources: Task force analysis and report

Project 3

◆ REFER RECOMMENDATIONS TO CONSTITUTION, BYLAWS, RULES, AND RESOLUTIONS (CBRR) COMMITTEE

Responsibility: Stacy King, Executive Director
Schedule: October 2020 (report to board by January 2021)
Resources: CBRR Committee, Task force report

Project 4

◆ BOARD ACTION ON CONSTITUTION AND BYLAWS AMENDMENTS

Responsibility: West Allen, FY2021 President, and Stacy King, Executive Director
Schedule: January 2021
Resources: CBRR report

Project 5

◆ NATIONAL COUNCIL ACTION ON CONSTITUTION AND BYLAWS AMENDMENTS

Responsibility: West Allen, FY2021 President, and Stacy King, Executive Director
Schedule: March 2021
Resources: Board approval in updated CBRR report

Project 6

◆ MEMBERSHIP VOTE ON CONSTITUTIONAL AMENDMENTS

Responsibility: Stacy King, Executive Director
Schedule: June 2021
Resources: Online balloting software

Project 7

◆ GOVERNANCE CHANGES IMPLEMENTED INCLUDING POLICY UPDATES

Responsibility: Anh Kremer, FY2022 President, and Stacy King, Executive Director
Schedule: Board to approve policy updates in September 2021 and implement changes in 2022 for 2023 leadership/governance
Resources: Revised constitution and bylaws, policies, TBD

ADVANCE DIVERSITY AND INCLUSION (D&I)

Project 1

◆ COLLECT MEMBERSHIP DEMOGRAPHIC DATA (VOLUNTARILY), TO INCLUDE:

- a. Age
- b. Bar admission (state and bar number)
- c. Ethnicity
- d. Gender
- e. Sexual Orientation
- f. Disability recognition

Responsibility: Stacy King, Executive Director, and Dominick Alcid, Director of Membership and Chapters
Schedule: January 2020
Resources: Database customization \$8,400

Project 2

◆ CREATE A D&I STANDING COMMITTEE

Responsibility: D&I Task Force; Christian Adams, FY2020 President; Stacy King, Executive Director; and CBRR Committee
Schedule: D&I recommendation to board September 2019; Board refers to CBRR Committee October 2019; Board action January 2020; National Council action March 2020
Resources: Proposal to amend bylaws, which includes language to establish standing committee and pros and cons

Project 3

◆ APPROVE D&I ACTION PLAN

Responsibility: D&I Standing Committee; Christian Adams, FY2020 President; and Stacy King, Executive Director
Schedule: September 2020
Resources: D&I Action Plan

Project 4

◆ DEVELOP MODEL CHAPTER D&I INITIATIVES WORKPLAN AND TOOLKIT

Responsibility: D&I Standing Committee, MSP

Schedule: February 2021 (in line with Governance Task Force recommendations)

Resources: Model Chapter Workplan and Toolkit, MSP

Timeline

The 2020–2022 strategic plan was formally adopted by the Board of Directors on September 5, 2019, at the annual meeting of the board held in conjunction with the FBA’s Annual Meeting and Convention in Tampa, Florida. The plan is structured over a three-year period. The Board of Directors will adopt a new strategic plan in 2023.

Monitoring and Evaluating the Plan

Each objective includes specific and measurable action items that will be monitored quarterly by the Board of Directors. Progress will be reported to the membership on a semiannual schedule. Management will compile data to analyze membership trends and will collect data through surveys to evaluate satisfaction ratings and net-promoter scores. Financial data will also be used to monitor achievements to financial benchmarks.

Communicating the Plan

After its formal adoption, the strategic plan was first introduced to leaders in attendance at the National Council meeting on September 7, 2019. The plan was communicated to members through the association’s communication channels: e-newsletter, president’s message in *The Federal Lawyer*, and website. The board will present the first progress report at the March 2020 National Council meeting.