

Strategic Plan 2022 - 2025

January 31, 2022



Mission

The mission of the non-partisan FLCGA is to produce well-sourced quality reporting that illuminates complex issues, holds government accountable to its citizens and enhances civic engagement in the democratic process.

Goal

Civic engagement is critical to a healthy and robust democratic society. Citizens rely on a variety of news sources for information essential to their ability to hold government accountable for its actions. Traditional news outlets, particularly at the local level, are facing pressures never before seen and are increasingly unable to meet the informational needs of the public due to limited and dwindling resources.

The goal of FLCGA is to both facilitate and accelerate local on-the-ground reporting with tools, expertise and knowledge using aggressive public records investigation and well-sourced quality reporting.

Guiding Principles

- We value democracy, where all people have their voices heard and have the ability to meaningfully participate in the decision-making process.
- We value the right of all citizens to hold their government accountable.
- We value transparency and government accountability.
- We value independent well-sourced investigative journalism.
- We believe in non-partisanship, work that is guided by our values, not by political party or personality.
- We believe in the importance of strategic litigation to enforce and support Florida's open government laws.

Strategic Priorities

Journalism Program

Goal #1: *Create a strong pipeline of independent and impactful news stories to be published on the FLCGA website and by other media outlets across Florida.*

- **Strategic Imperative 1:** Expand roster of talented journalists to bring incisive and critical voices to the public stage.
- **Strategic Imperative 2:** Expand collaborative relationships with Florida print and broadcast media, including public media.
- **Strategic Imperative 3:** Create a diverse team of opinion writers to add a variety of viewpoints to FLCGA's burgeoning news site.

Goal #2: *Develop an interactive and robust FLCGA news site providing access to its investigative reports and links to important articles published by other media outlets to a large and dedicated audience.*

- **Strategic Imperative 1:** Identify and develop a unique news site using existing online templates.
- **Strategic Imperative 2:** Provide FLCGA's social media staff with the necessary training and tools to increase the audience for FLCGA's independent investigative reporting.

Strategic Priorities

Public Access Program

Goal #1: *Increase program capacity and the ability to collaborate with journalists and members of the public by ensuring timely access to critical and relevant information.*

- **Strategic Imperative 1:** Continue to assess open government issues of statewide concern and identify cases for potential litigation.
- **Strategic Imperative 2:** Recruit additional cooperating attorneys with open government litigation experience.

Goal #2: *Increase and improve program staff efficiency with additional resources.*

- **Strategic Imperative 1:** Obtain enhanced software tools for research (Lexis/Westlaw).
- **Strategic Imperative 2:** Recruit a data analyst.
- **Strategic Imperative 3:** Seek a sponsored law school intern.

Strategic Priorities

Public Records Vault

Goal: *Create a free and publicly accessible Public Records Vault to hold public records obtained by, or on behalf of, FLCGA as well as public records donated by others.*

- **Strategic Imperative 1:** Recruit and hire a Vault Manager with necessary design, development and data acquisition skills.
- **Strategic Imperative 2:** Identify the appropriate platform for housing the Vault and obtain all essential licenses and software for converting the records into usable formats.
- **Strategic Imperative 3:** Develop a strategy for obtaining and depositing public records from those outside FLCGA.
- **Strategic Imperative 4:** Identify inherent security and liability issues and create a policy for accessing and depositing Vault records that addresses the identified issues.

Financial Goals

The Florida Center for Government Accountability was incorporated as a 501(c)(3) in February 2021 and announced the launch of its website at a small event organized by FLCGA founders Linda and Nick Penniman on April 22, 2021. At that event, the Pennimans announced a \$50,000 leadership pledge. FLCGA raised \$120,000 in donations in 2021 and received \$10,000 in restricted litigation grants.

Fundraising Goals: Given the relative newness of the organization, fundraising goals for 2022 are modest, with a projected increase of 10% in annual donations and \$20,000 in event revenue as we formulate and finalize a formal fundraising plan. Fundraising goals will increase incrementally from 2022 – 2025 while event revenue is anticipated to remain steady as we focus our efforts and energies on supporting and growing our programs.

Grants: FLCGA will aggressively pursue grants from a variety of sources to both supplement its operating budget and support its programs and projects. The focus will be on grant support for our investigative journalism initiatives and the creation and maintenance of the public records vault.

Steering Committees: Recognizing the critical importance of sustainability, the FLCGA Board of Trustees is creating two committees:

- A **resource development committee** to focus on **short term financial needs** and develop a plan for addressing those needs; and
- An **innovation and sustainability committee** to **identify long term goals**, supported by a feasibility study, for FLCGA program support and development.

We believe these efforts will allow the Florida Center for Government Accountability to aggressively move forward and successfully develop our programs while continuing to be a strong advocate for independent investigative journalism and government accountability in to the future.