

Friends of the Library 2013 Strategic Planning

Executive Summary:

The Friends of the Library (FOL) conducted a strategic planning development process for the organization in late summer of 2013. Over a series of sessions facilitated by outside consultants, council members and stakeholders reviewed and recognized their previous successes and defined the mission, vision and goals for the FOL for the next 3 years. The FOL set forth the following for mission and vision statements for the organization:

Mission: **The Friends of the Library enrich the community through promotion and support of the library.**

Vision: **The Friends of the Library envision delivering dynamic and sustainable support for the library.**

The goals of the FOL are organized around the development of three areas: outreach, financial and internal structure. Each goal was given several objectives, and many of these were given measurable outcomes to register success. Each goal's objectives are outlined in the following document and remaining tasks required to complete the plan are highlighted at the end.

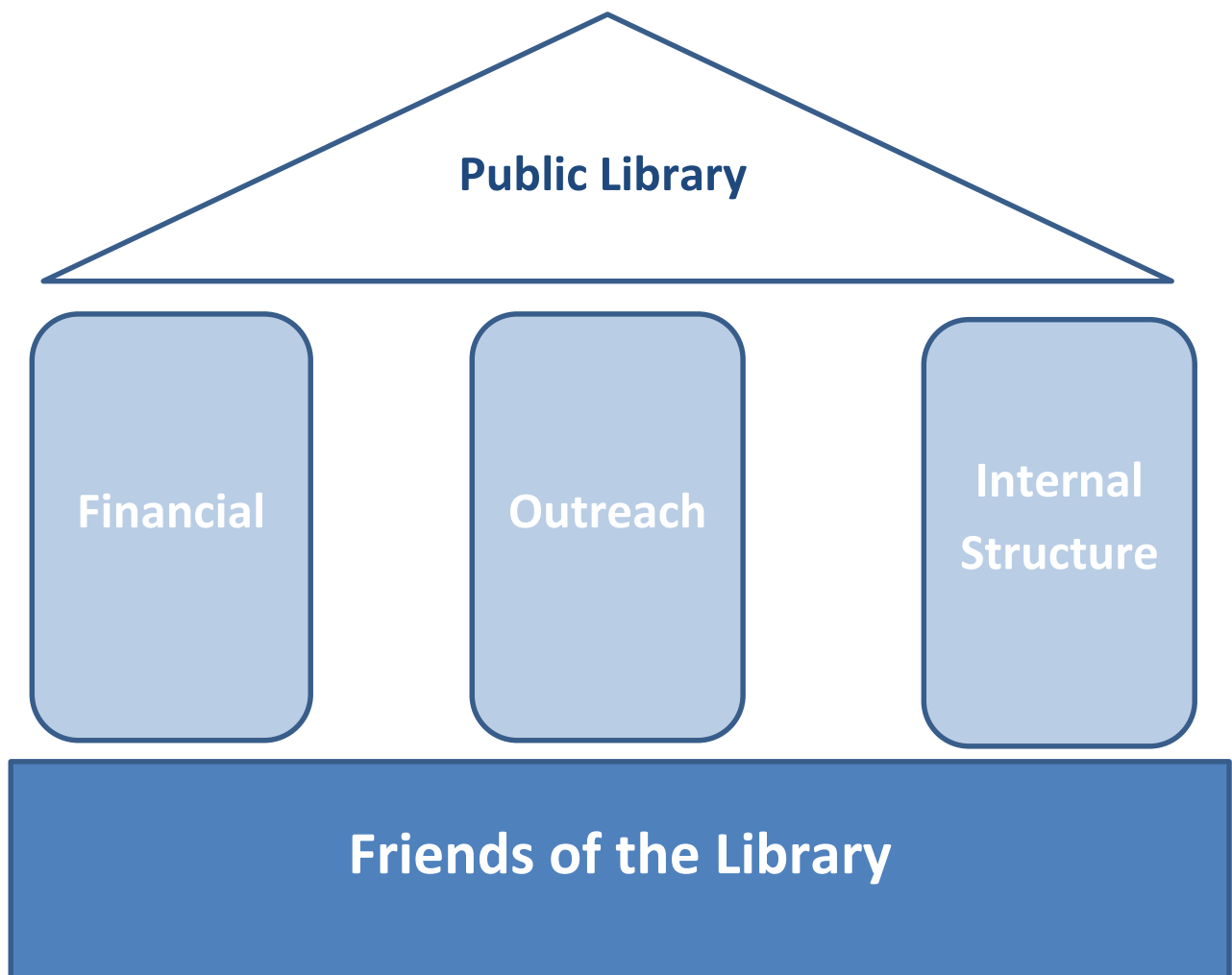
The ultimate success of strategic planning is determined over years, by the organization's ability to put their planning into action. The FOL has more work ahead as they develop their capacity to help ensure the success of the public library. They are encouraged to incorporate regular review of the timeline to ensure that everyone keeps their 'eye on the prize' and the organization moving towards the fulfillment of their mission and vision.

Planning Results

The relationship between the library and the FOL was clarified. The FOL can choose to support the library's request or not; however, the Executive Director of the library decides how it will implement its strategic plan, developed during their own visioning and goal processes. The library's strategic initiatives are:

- Customer access initiative.
- Responsive collections – customer driven collection development.
- Technology & Digital strategy.
- Transformation – staff, political, branding, community engagement.

After much discussion, the FOL group decided on the following visual representation of their goals:



Each goal area was broken down further into objectives. These are outlined below and on the following pages.

Outreach

1. Build outreach capacity.
2. Increase/diversify membership.
3. Advocate for library.

Financial

1. Develop a fundraising plan.
2. Increase revenue.
3. Diversify revenue stream.
4. Fund library requests.
5. Cover FOL operating/staffing needs.
6. Support FOL outreach activities.

Infrastructure

1. Build organizational capacity to support work of other pillars.
2. Energize and develop leadership pipeline.

Outreach

Build outreach capacity.

- 1) Develop a communications Plan by 12/15/13
 - a) Convene communications committee
 - b) Identify current and new channels
 - c) Recommend structure
 - d) Survey members
- 2) Build Infrastructure for communications/outreach
 - a) Adopt recommended supports/technology
 - b) Revise/enhance committee structure to handle work
 - c) Develop message, brand or other marketing materials
- 3) Build strategic partnerships with businesses/ groups
 - a) Identify connection opportunities
 - b) Target businesses and groups to outreach

Increase/diversify membership.

- 1) Evaluate and revise member program
 - a) Convene committee to review current program, recommend changes.
 - b) Identify and target member recruitment channels
- 2) Develop programming to support membership
- 3) Develop internal pipeline for volunteers to increase engagement

Advocate for library.

- Appoint person to act as monitor for local, state and national policies that will impact the Public Library, and notify communication channels when ONGOING action is needed.

Financial

Develop a fundraising plan. (12/13)

Convene task force to identify new opportunities, strengthen existing ones and identify action steps for success.

Increase revenue.

- 1) Increase book sale revenue by 25% (2015)
- 2) Increase number of members annually
- 3) Increase online book sales by 25% (12/2014)

Diversify revenue stream.

- 1) Add a major fundraising event by 2016
- 2) Revitalize endowment by 12/13
- 3) Add corporate and foundation support by 12/2015

Fund library requests.

Cover FOL operating/staffing needs.

Identify needs and priorities annually as part of budgeting

Support FOL outreach activities.

Identify needs annually as part of budgeting

Infrastructure

Build organizational capacity to support work of other pillars.

- 1) Identify Development Committee chairperson by 3/2014
- 2) Evaluate current structure, facilitate committee restructuring based upon needs of organization by 10/2014.
- 3) Membership committee to institute structure for member database by 12/2013.
- 4) Evaluate FOL staff needs

Energize and develop leadership pipeline.

- 1) Membership committee to develop mechanism for identifying potential new leadership within member body.
- 2) Council to develop activities to increase cohesion/skills of council.
- 3) Council to evaluate current structure and consider addition of job descriptions and/or other requirements.

Next Steps:

In addition to moving forward with the objectives that have already had dates assigned, the Council will need to review the objective timeline and operationalize those objectives that have not yet been assigned to a group or timeline. These tasks include:

- Setting an increase goal for membership annually.
- Providing a target amount to the library for annual support.
- Designating tasks and timeline for institution of membership review and revision, including technology supports.
- Selecting dates and target list for strategic partnerships.
- Setting leadership identification processes and development activities.
- Developing the outreach infrastructure.
- Selecting and implementing new programming, with dates assigned for launch.
- Creating and using mechanisms for measuring success.

Finally, the FOL will need to do some evaluation of their plan to ensure that the projects they have set forth for themselves are realistic, given their resources and capacity. Alterations to the objectives or timeline may need to occur to align the organization for success.

Task Table designated by quarter year

Objective	4 th 2013	1 st 2014	2 nd 2014	3 rd 2014	4 th 2014	1 st 2015	2 nd 2015	3 rd 2015	4 th 2015	1 st 2016	2 nd 2016	3 rd 2016	4 th 2016
Communications plan completed	█												
Infrastructure for outreach complete													
Build strategic partnerships													
Member program revised													
New member programming developed													
Pipeline for leadership complete													
Advocate in place	█												
Development plan complete	█												
Book sale revenue increased by 25%									█				
Membership increased					█				█				█
Online revenue increased by 25%					█								
Major fundraising event added										█			
Endowment revitalized	█												
Corporate/foundation support added													
Fund library requests		█				█				█			
Cover FOL operation costs		█				█				█			
Fund FOL outreach activities		█				█				█			
Revision of Committee/Council Structure complete					█								
New member database instituted													
Leadership/team activities added													
Development Chair in Place		█											

Appendix 1

Chattanooga Friends of the Library

Strategic Planning Discussion – 7/10/13

General Plan

- ❖ Provide a survey for a brief analysis of organizational Strengths, Weaknesses, Opportunities and Threats
- ❖ Two face-to-face ½ day meetings to move through strategic planning process
- ❖ Hold a discussion to provide beliefs and values for the organization
- ❖ Continue the discussion to move into understanding of operating philosophy and principles
- ❖ Establish vision and mission for moving the organization forward
- ❖ Meet to set overall strategic goals
- ❖ Produce a list of action plans that will ensure the goals of the organization can be met

Final Product: Written report of ideas and processes developed over approximately 45-day period.

*At a later date, we will work with Friends of the Library to develop an evaluation system for measuring success.



APPENDIX 2

Notes from Meeting

Agenda for September 7th Meeting 9AM to 1PM

1. Welcome from Tom Adkins
2. Survey Summary
3. Financial Information
4. Endowment
5. Strategic Goal Development
6. Adjourn

Attendees at Saturday August 3rd First Session

Meg Backus
Lee Hope
Christine Hockert
Stratton Tingle
Karen Brown
Corinne Hill
Brian Clarke
Taylor McDonald
Nate Hill
Margaret Curtis
Marlene Payne
Dawn Hielseth
Herb Cohn
Tom Adkins
Sandra Hawes
Karen Gamble
Nan Zamata
Cathy Norton
Jeanne Brice
Justin Hoenke
Betty Williams
Mary Zelle
John Zelle
Mary Jane Spehar
Tim Youngblood
Ale Burns
William Sundquist
Becky Wooley

Attendees at Saturday September 7th Second Session:

Meg Backus
Lee Hope
Christine Hockert
Stratton Tingle
Karen Brown
Corinne Hill
Brian Clarke
Taylor McDonald
Nate Hill
Margaret Curtis
Marlene Payne
Dawn Hielseth
Herb Cohn
Tom Adkins
Sandra Hawes
Karen Gamble
Nan Zamata
Cathy Norton
Jeanne Brice
Justin Hoenke
Betty Williams
Mary Zelle
John Zelle
Edna Varner
Charles Neal
Enoch Elwell
William Sundquist
Allen Chesney

In the first meeting 1/2 day meeting held August 3, the majority of the work performed was to develop the mission statement and vision statement and obtain concurrence and approval from the group.

In the meeting held September 7 (see agenda on page 10) Marj summarized the survey analysis, highlighting the following:

- Strengths include organizational alliances with the Tennessee FOL and the National FOL, and offering structural, marketing and peer support.
- Recent successes like the book sales, staff training, author visits, and summer reading program.
- Current goals appear to be to support library services and staff, to raise money and to provide advocacy, outreach and public relations for library.
- External challenges facing the library and, by extension, the FOL are the reduced financial support from government and philanthropic organizations and changes that the digital evolution of media is bringing.
- Internal challenges include diversify fundraising activities, increasing and diversifying FOL membership, and the structure, governance and planning for FOL.
- Opportunities for growth that include recruiting new members, following through on new ideas, developing a leadership pipeline and developing measurable goals and objectives.
- New initiatives like a focus on outreach and advertising, diversifying fundraising and hosting more author visits.

Tom Adkins provided a brief financial history by giving an overview of the income FOL has received thus far in 2013 and stated that by the end of the year, the FOL is expecting to receive roughly \$100,000.

Herb Cohn gave a brief synopsis of the history of the FOL Endowment. The original goal was \$1,000,000. It is hosted at the Community Foundation and the contract with them states that there is to be an advisory board made up of 2 FOL Council Members and 2 Library Board Members. The library director will make recommendations for expenditures, which the board must unanimously support before funds can be disbursed. The FOL funded the endowment for 4 years, and has not actively funded it for the last three due to some concern about how much power the Community Foundation has over the use of the funds. Pete Cooper, Director of the Community Foundation will be asked to make a presentation to Council and answer any questions at the October 2013 Council meeting.

The group began brainstorming goals for the organization. Corinne explained the library's response to the digital 'revolution' as they try to get out in front of it be the pacesetters. She stated that she believes paper books are and will continue to be vitally important; however, they also want to support the digital evolution. She asked the FOL to:

- support the library in their efforts by helping advertise the library's vision for digital media.
- invest in using digital/social media itself to help the library broadcast its message.

Further conversations were around some of the highlights that Marj raised from the analysis – the theme of which was who has control over deciding what the library needs.