



**New Frontiers for Friends**  
**Friends of Libraries Section**  
**New York Library Association**

**Long-Range Plan, 2021-2023**

Adopted by the FLS Board  
July 10, 2020

**NYLA Mission Statement:** NYLA leads, educates, and advocates for the advancement of the New York library community.

**NYLA's Guiding Principles:**

1. NYLA advocates for the New York library community
2. NYLA advances excellence in New York libraries
3. NYLA enhances member engagement

**Mission Statement:** FLS creates a network to connect and inspire Friends groups in all types of libraries to support the New York library community. (Adopted May 2020)

The Friends of Libraries Section is committed to these **Guiding Principles**, which form the basis for the Section's Long-Range Plan:

1. FLS educates and supports its members
2. FLS strengthens the library community through membership and advocacy
3. FLS recognizes and encourages member excellence
4. FLS fosters growth through engagement, collaboration, and leadership.

The plan is intended to guide the actions of the FLS Board through 2023. The plan addresses each of the Guiding Principles in turn, providing further clarification for each principle and listing specific goals and action steps.

**Plan Development, Purpose, and Acknowledgements**

FLS President Lisa C. Wemett established a task force in November 2019 to develop a second long-range plan for the Section. As with the first long-range plan, the purpose was to give future FLS leaders direction on Section activities, long-term.

Joyce Laiosa said the following: "FLS is different from other Sections. We engage and collaborate with library users who may or may not be librarians. We deal with people who simply love and support their libraries and cherish those relationships. They bring a special energy to NYLA and a willingness to work for libraries that differs from those who build a career through librarianship. We are a vibrant Section that continues to grow."

The 2018-2020 Long-Range Plan was reviewed by the FLS Executive Board about every six months (June 2018, February 2019, October 2019). At the January 8, 2020, Board meeting, the Board members were asked to read the plan carefully. The consensus was that the format of the plan was user-friendly and would work well as a model for the next plan. The Board was in agreement to keep the existing Guiding Principles and Goal Statements. See the

archived minutes of the January 8 meeting for an excellent synopsis of the discussion by Secretary Lynne Madden.

Lisa C. Wemett developed an inventory of the current and near-future activities and initiatives of the Section which was shared with the Long-Range Planning Task Force in mid-January. Under the Guiding Principles of the previous plan, current activities or initiatives were itemized, the target audience and collaborators were listed, and the means that the activity is carried out was included. One column included a list of future projects or potential expansions of current activities. The inventory also included the responsible parties (by job title) for these activities.

As mandated in the current Long-Range Plan under D-6, the 2020 task force worked via e-mail from mid-January until early March to develop a 15-question survey on the current services and benefits provided to FLS members. Executive Director Jeremy Johannesen formatted the questions in Survey Monkey and the survey was opened on March 13, 2020. A question on FLS membership allowed for gathering input from people who had participated in FLS activities (e.g., webinars, meet-ups), but might not have joined FLS. The survey recorded responses about "awareness" of member benefits and Section initiatives as well as whether or not the person had used those items. Survey results were accepted until April 30 and then compiled to guide the work of the task force. (See Appendix B.)

In mid-March, President Wemett developed a document, "Review of Progress on the Long-Range Plan, 2018-2020" for the Long-Range Plan Task Force which itemized the activities in the plan that were completed and which were still in progress. The task force met via videoconference on April 9 to review the document and discuss which of the activities should be brought forward into the new plan and which activities should be delayed or abandoned.

### **New Initiatives**

From the inventory's "future projects" list, Lisa C. Wemett asked the FLS Board for assistance in ranking these ideas. Input was solicited by a survey of proposed activities distributed to the 2019-20 FLS Executive Board and all auxiliary volunteers on March 10. Out of 20 potential respondents, 14 people (70%) participated. The rankings led to some clear consensus and a report on the Board members' priorities was discussed at FLS Board meeting on March 31. The task force addressed the viability of the priorities and selected which ones to incorporate into the 2021-2023 plan.

The plan was prepared by these Task Force members: Lisa C. Wemett, President 2020, chair; Karen Sperrazza, First Vice President/ President Elect; Marie Bindeman, Coordinator of the FLS Daniel W. Casey Library Advocacy Award; Amy Discenza, FLS Representative to the NYLA Continuing Education Committee (served from November 2019 through May 2020).

### **Plan Elements**

The Long-Range Plan of the Friends of Libraries Section is intended to provide a broad sense of direction for the FLS Executive Board and future FLS Presidents. It is not an operational manual. The goals chosen provide a vision of success, which may need to be modified as circumstances change or NYLA selects new initiatives for its units. The intention is to provide the FLS Board and officers with flexible guidance. With less than a half dozen Board meetings

in a year, it is difficult to complete any individual initiatives put forth by the incoming President. The plan will help provide continuity from one administration to the next. The FLS Presidents should initiate an annual review of the plan during their administration, to guide the work of the Section and with an eye toward the plan that will follow.

### **Plan Format and Structure**

The plan's recommendations for ongoing and future action are reflected in the following structure:

A **Goal** is a broad statement of an anticipated future condition. The goals are arranged by Guiding Principle.

An **Action** is a specific step or series of steps that can be taken toward achievement of the goal. The goals and actions are not weighted or presented in any particular order of importance.

**Responsible Parties** are the entities who will be involved and take accountability for implementing and completing the proposed actions. They are indicated by Board or volunteer title, not by the individual who currently holds that office (e.g., Second Vice President for Membership, Newsletter Editor, Coordinator of FLS Daniel W. Casey Library Advocacy Award, FLS Representative to a NYLA committee, etc.). "FLS Board" means the entire Board would be responsible to carry out this action.

The **Timeframe** column is the proposed timeline for an action to be taken.

The **Measure(s) of Success** are methods or ways that stakeholders will know if the goals and actions were achieved. Some examples of measurements are reports; survey results; anecdotal information; number of new members; number of participants in a training session; collection and analysis of data; anecdotal feedback; regular updates of webpage information; number of training or conference programs offered; increased number of activities/initiatives; increased revenue; overall level of involvement by Board members; cost-benefit analysis of a project.

## **Summary of all Goals in the Friends of Libraries Section's Long-Range Plan, 2021-2023**

**Guiding Principle #1.** FLS educates and supports its members

- **Goal A. Continuing education activities presented by FLS are excellent quality, relevant, and effective for its members and the library community.**
- **Goal B. FLS develops resources that meet the needs of and reflect the interests of its members and the library community.**
- **Goal C. The FLS Board hosts regional events in geographically diverse areas to connect with members and recruit potential members, both individuals and organizations.**

**Guiding Principle #2.** FLS strengthens the library community through membership and advocacy

- **Goal D. FLS creates multiple opportunities and pathways for member involvement in the work of the Section.**
- **Goal E. FLS influences legislation that has an impact on libraries and library funding by communicating regularly with elected officials at the state and federal levels.**

**Guiding Principle #3.** FLS recognizes and encourages member excellence

- **Goal F. Awards given by FLS are perceived as prestigious and a benefit of membership, attracting nominations for highly qualified individuals or groups.**

**Guiding Principle #4.** FLS fosters growth through engagement, collaboration, and leadership.

- **Goal G. The library community regards FLS and NYLA as approachable for resources and sources of guidance on issues concerning Friends organizations in libraries of all types.**
- **Goal H: Section governance and structure encourages member engagement with opportunities for involvement at a variety of levels.**
- **Goal I. Section members consider FLS Board volunteers as knowledgeable, helpful, and above all, Friendly.**

## Guiding Principle #1: FLS educates and supports its members

**Goal A. Continuing education activities presented by FLS are excellent quality, relevant, and effective for its members and the library community.**

Action Steps	Responsible Party or Parties	Timeframe	Measures of Success
A-1. Create position of FLS Coordinator for Professional Development.	FLS President	2021	Job description developed; Volunteer appointed to position of FLS Coordinator for Professional Development
A-2. Coordinate top-quality professional development opportunities including presentations at the NYLA Annual Conference, webinars, informal learning opportunities offered remotely (e.g., focus groups, themed discussions, member forums), and regional workshops developed by the Section's leadership.	FLS Coordinator for Professional Development FLS Representative to NYLA Continuing Education Committee FLS Conference Curator Webinar Project Director Regional Workshop Trainers FLS Marketing Coordinator	Ongoing	A robust selection of webinars presented for FLS and NYLA members, phasing in more frequent events (moving from two offerings to three annually); Number of volunteers recruited to develop and facilitate additional remote informal learning opportunities; Number of workshops offered; Number of people trained; Attendance directly correlated with marketing efforts; Results of evaluations and feedback from participants
A-3. Market and promote Section-sponsored educational activities as a benefit of membership.	Second Vice President for Membership FLS Coordinator for Professional Development FLS Marketing Coordinator	Ongoing	Inclusion of educational opportunities in membership literature; Attendance and active participation in activities
A-4. Work cooperatively with other NYLA units (e.g., Public Library Section, Library Trustees Association Section) and	FLS President FLS Conference Curator FLS Coordinator for	Ongoing	Number of FLS sessions at NYLA Annual Conference co-sponsored with other NYLA units and affiliates;

affiliate organizations in the planning and delivery of professional development offerings.	Professional Development		Number of affiliate members involved in volunteer tasks; Number of formal overtures to other Section leaders to include FLS participation in their section-sponsored events, have an FLS liaison at their Board meetings, etc.
A-5. Expand regional workshops offerings with new topics based on needs of Friends organizations.	FLS Coordinator for Professional Development FLS Board Regional Workshop Trainers FLS Representative to NYLA Continuing Education Committee	2022	Topics identified for potential workshops; New workshop developed and offered

**Goal B. FLS develops resources that meet the needs of and reflect the interests of its members and the library community.**

<b>Action Steps</b>	<b>Responsible Party or Parties</b>	<b>Timeframe</b>	<b>Measures of Success</b>
B-1. Provide Friends with a digital presence through a dedicated page on NYLA’s website to promote the work of Friends of the Library organizations and disseminate reliable information effectively.	FLS Web Editor FLS Board	Ongoing	Regularly updated content on webpage; Suggestions from FLS Board on useful subject matter; Positive feedback from members and library community; Examination of website analytics to determine most used content.
B-2. Collaborate with the NYLA Executive Director to expand content of sample policies, procedures, and forms in NYLA’s database to include curated examples	FLS Coordinator for Professional Development FLS Conference Curator FLS Representative to NYLA	2021, Ongoing	Number of notable policies and procedures collected and permissions received from a variety of Friends organizations in NYS;

<p>from Friends of the Library organizations that promote best practices, e.g., samples of mission statements, book donation guidelines, by-laws, conflict of interest statements, financial policies, operating agreements, membership forms, annual reports, annual membership meeting agendas.</p>	<p>Continuing Education Committee FLS Web Editor NYLA Executive Director</p>		<p>A section on “Friends of Libraries” added to NYLA policy database; Regular updates of new samples of policies and procedures; Positive feedback from members and library community indicating usefulness of policies for library operations; Direct link to NYLA’s database from Friends of Libraries Section’s webpage</p>
<p>B-3. Add to FLS webpage a frequently asked questions section by topic and an online bibliography on Friends topics and resources.</p>	<p>FLS Coordinator for Professional Development FLS Web Editor FLS Representative to NYLA Continuing Education Committee FLS Regional Workshop Trainers FLS Board</p>	<p>2022, Ongoing</p>	<p>Analysis of website’s analytics; Questions are answered by FLS Coordinator for Professional Development or FLS Board members with citations to pertinent reliable resources</p>
<p>B-4. Develop a NYS Handbook for Friends Organizations.</p>	<p>FLS President to appoint an Ad Hoc Committee on Publications FLS Coordinator for Professional Development</p>	<p>2022 - 2024</p>	<p>Thematic content posted on FLS webpage as modules, the basis for Handbook; PULISDO endorses NYS Handbook for Friends Organizations and promotes its use to its members; NYS Handbook for Friends Organizations published as a digital resource</p>

**Goal C. The FLS Board hosts regional events in geographically diverse areas to connect with members and recruit potential members, both individuals and organizations.**

Action Steps	Responsible Party or Parties	Timeframe	Measures of Success
<p>C-1. Promote membership in NYLA to Friends of Libraries groups in the regions</p>	<p>FLS President Second Vice President for</p>	<p>Ongoing</p>	<p>Direct mailing to groups in targeted regions (e.g., Syracuse 2021; Saratoga</p>

<p>of New York State that are contiguous to locations of in-person gatherings (e.g., NYLA Annual Conference, meet-ups, workshops).</p>	<p>Membership                      FLS Conference Curators for Annual Conference (2021, 2022, 2023)                      FLS Coordinator for Professional Development</p>		<p>Springs 2022, 2023);                      Cost-benefit analysis of mailing (e.g., FLS memberships received from region; increase in number of attendees at Annual Conference in the "Friend" category of registration)</p>
<p>C-2. Encourage and support the efforts of public library systems to establish Friends Councils.</p>	<p>FLS President                      FLS Immediate Past President (or designee)                      FLS President to appoint a Task Force on Friends Councils                      Second Vice President for Membership                      FLS Marketing Coordinator                      FLS Board members residing in targeted systems                      One or more PULISDO members to serve as Liaisons to FLS for this project</p>	<p>2021                      Inventory                      2022 - 2023</p>	<p>Inventory of existing support groups for Friends in public library systems completed by Task Force on Friends Councils;                      Workshop at NYLA Annual Conference 2018 by Lisa Wemett and Randall Enos on usefulness of Friends Councils adapted for use as a marketing presentation to PULISDO members;                      Partnership established with PULISDO to enable communication and coordination;                      Increase in the number of systems that support system-wide councils of Friends volunteers                      Increase in the number of direct communication instances with library systems</p>
<p>C-3. Design 45-minute in-person or remote workshops to be offered at system Friends meet-ups or Friends Council meetings.</p>	<p>FLS Coordinator for Professional Development                      FLS Board members – involved in workshop development and presentation/facilitation                      FLS Board members from region to attend and facilitate trainings</p>	<p>January – May                      2021</p>	<p>PowerPoint presentations and scripts available for Board members' use;                      Results of post-meeting evaluations to determine satisfaction outcomes.</p>

<p>C-4. In conjunction with an in-person meeting of the Friends of Libraries Section’s Board, meet in-person or virtually to discuss pertinent topics with Friends groups or Friends Councils associated with area public library systems.</p>	<p>FLS President          FLS Immediate Past President (or designee)          Second Vice President for Membership (handles RSVPs)          FLS Board          System staff coordinators to provide assistance</p>	<p>Ongoing, presently one time per year.          June – September 2021 – 2 meet-ups with 2-4 systems;          May – September 2022 – 3 meet-ups with 6-12 library systems</p>	<p>Invitation to participate issued to Friends groups in the region, pairing neighboring systems as feasible;          Number of library systems and libraries represented in attendance;          Number of individuals (e.g., Friends volunteers, library directors, trustees) attending in person or remotely</p>
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## Guiding Principle #2: FLS strengthens the library community through membership and advocacy

### Goal D. FLS creates multiple opportunities and pathways for member involvement in the work of the Section.

Action Steps	Responsible Party or Parties	Timeframe	Measures of Success
D-1. Develop a marketing campaign focused on library systems to encourage their member libraries to add Friends groups in their organizational memberships.	Second Vice President for Membership FLS Marketing Coordinator	2021-2022	NYLA Executive Director incorporates Friends groups into membership bundle for systems and their member libraries; Number of FLS organizational memberships gained
D-2. Target a marketing campaign to current NYLA members advocating that they include FLS as an added Section to their existing membership.	Second Vice President for Membership FLS Marketing Coordinator FLS Board	Ongoing	Increased percentage of "added Section" membership in FLS; Increase percentage of "added Section" memberships renewed
D-3. Apply increased effort to retain current FLS members.	Second Vice President for Membership FLS Marketing Coordinator FLS Board	2021 campaign and ongoing	Consistent effort to send monthly reminder notices to soon-to-lapse memberships and expired memberships; Increased percentage of membership renewals; Maintain or increase number of FLS members
D-4. Develop a marketing plan to promote the FLS listserv as a forum for information exchange among Friends groups and an FLS member benefit.	FLS President FLS Marketing Coordinator	2020-2021, then ongoing	Increased number of participants on FLS listserv; Increase in number of messages posted on FLS listserv

D-5. Identify Friends in academic settings and encourage involvement in FLS for the groups' growth.	FLS Board FLS President to appoint a Friends on Campus Task Force	Focused effort in 2023	Cooperation with NYS Library Assistants Association and NYLA's Academic and Special Libraries Section (ASLS); Increase in number of Friends organizational membership from groups supporting college and university libraries
D-6. Secure input from FLS members on Long-Range Plan 2024-2026 and future initiatives of the FLS Board and NYLA.	FLS President 2023-24 to appoint task force	late 2023 survey early 2024	Survey developed by task force and distributed to members and non-members; Tally of survey results guides task force in development of long-range plan

**Goal E. FLS influences legislation that has an impact on libraries and library funding by communicating regularly with elected officials at the state and federal levels.**

<b>Action Steps</b>	<b>Responsible Party or Parties</b>	<b>Timeframe</b>	<b>Measures of Success</b>
E-1. Enroll the general public and members of Friends of the Library groups as "library champions" in NYLA's online advocacy center.	FLS Representative to the NYLA Legislative Committee Library Champions task group appointed by FLS President FLS Web Editor FLS Marketing Coordinator	2021-2022 development; 2023 roll out	Development and distribution of targeted marketing campaign for Friends groups to carry out in their library's service area; Feedback from libraries selected to pilot campaign; Materials available for use posted on FLS webpage
E-2. Create an increased number of advocacy pathways, providing members choices of activities to support NYLA's legislative initiatives.	FLS Representative to the NYLA Legislative Committee	Ongoing	Regular FLS membership blasts; Number of FLS members attending NYLA's Advocacy Day; Anecdotal information gathered from Advocacy Day participants; Number of articles in "Friends News and Notes" about advocacy (e.g., check box

			on NYS income tax forms to donate to "Love My Library" fund)
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## Guiding Principle #3: FLS recognizes and encourages member excellence

**Goal F. Awards given by FLS are perceived as prestigious and a benefit of membership, attracting nominations for highly qualified individuals or groups.**

Action Steps	Responsible Party or Parties	Timeframe	Measures of Success
<p>F-1. Call for nominations for the FLS Daniel W. Casey Library Advocacy Award and applications for FLS scholarship opportunities promoted with systematic and wide-ranging marketing.</p>	<p>Second Vice President for Membership (Casey bookmark); FLS Web Editor (applications online; list of winners maintained) Coordinator for FLS Scholarship Awards Coordinator for the FLS Daniel W. Casey Library Advocacy Award FLS Marketing Coordinator</p>	<p>Ongoing</p>	<p>Development of handout describing all FLS awards; Number of nominations and applications in each award cycle; Number of Casey Award bookmarks distributed; Number of announcements placed on NYLINE, the FLS webpage, NYLA's electronic publications, and regional library systems' listservs</p>
<p>F-2. Explore the possibility of including a monetary component (e.g., cash, organizational membership) to the FLS Daniel W. Casey Library Advocacy Award in recognition of the Casey Award recipient's Friends group.</p>	<p>Coordinator for the FLS Daniel W. Casey Library Advocacy Award Second Vice President for Membership FLS Board</p>	<p>2020 – early 2021 Implementation in the 2021 Casey Award cycle</p>	<p>Revision of Section's internal and promotional documents to reflect this change of policy; Anecdotal information gathered from recipients to determine effectiveness and to encourage suggestions</p>

F-3. Review and evaluate the FLS Randall Enos Conference Scholarship Procedure after the scholarship has been awarded for the second time (2021).	Coordinator for FLS Scholarship Awards FLS Board	late 2021 – early 2022	Revision of the FLS Randall Enos Conference Scholarship Procedure (adopted 10/2/19) as necessary
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## **Guiding Principle #4: FLS fosters growth through engagement, collaboration, and leadership**

**Goal G. The library community regards FLS and NYLA as approachable for resources and sources of guidance on issues concerning Friends organizations in libraries of all types.**

<b>Action Steps</b>	<b>Responsible Party or Parties</b>	<b>Timeframe</b>	<b>Measures of Success</b>
G-1. Provide members with replicable content and organizational support through the Section’s quarterly “Friends News and Notes” newsletter and FLS webpage.	FLS President FLS Newsletter Editor FLS Web Editor FLS Board	Ongoing  Survey 2022	Inclusion of authoritative articles on issues affecting Friends groups to help Friends become more proficient in their work; Feedback from survey of readers in 2022 to ascertain value and use of newsletter content
G-2. Establish Rural Friends Interest Group.	Task Force on Friends and Rural Libraries (established 2020) FLS Board FLS Board members residing in areas near meet-ups	2021-2023	Plan of work completed by Task Force by fall 2021; Number of outreach activities sponsored by FLS (e.g., gathering to host an FLS webinar “watch party,” followed by a meet-up and discussion opportunity; remote learning opportunity via videoconferencing); Rural Friends Interest Group functioning as a members-only benefit; Anecdotal feedback from libraries and Friends organizations that participate

G-3. Determine how the Section wants to observe FLS's 30 <sup>th</sup> anniversary year (1992-2022).	FLS Board	2021	Number of anniversary activities and initiatives planned; Attendance at special events
G-4. Request NYLA Council to pass a resolution to honor FLS during its 30 <sup>th</sup> anniversary year (2022).	FLS President NYLA Council Organizational members of FLS	January 2022, then ongoing initiatives during 2022	Resolution passed; Marketing opportunities tied to resolution (e.g., feature article in The NYLA Voice, article in "The Voice for America's Libraries" [the newsletter of United for Libraries], FLS organizational members tie the anniversary to local activities, media coverage outside the library community

**Goal H: Section governance and structure encourages member engagement with opportunities for involvement at a variety of levels.**

<b>Action Steps</b>	<b>Responsible Party or Parties</b>	<b>Timeframe</b>	<b>Measures of Success</b>
H-1. Identify current members for volunteer service and extend invitations to them to become active in Section activities.	FLS President FLS Immediate Past President Second Vice President for Membership FLS Conference Curator Coordinator for FLS Scholarship Awards Coordinator for the FLS Casey Library Advocacy Award	Ongoing	Number of FLS Active Member forms distributed and collected; Nominators, nominees, and recipients of FLS awards considered for involvement; Number of volunteers who agree to serve in short-term tasks
H-2. Find opportunities for Board leadership for qualified individuals, including committee work to support Section initiatives as an entry to future Board service.	FLS President	Ongoing	Appointments of new members to FLS committees and task forces

<p>H-3. Provide structured orientation, mentoring, and cross-training for new Board members and auxiliary volunteers, including written annual transition statements.</p>	<p>FLS President                      FLS President-Elect                      FLS Immediate Past President                      FLS Board                      Section Coordinators</p>	<p>Implement 2020                       Ongoing</p>	<p>Key areas identified where mentoring and cross-training is needed the most (e.g., membership, treasurer);                      Orientation and formal mentoring for new Section volunteers established;                      Increased level of proficiency of tasks for each volunteer in assigned roles;                      A standardized template for transition statements created;                      Transition statements compiled annually to assist Board members and auxiliary volunteers, expanding archive of FLS Board records</p>
<p>H-4. Recruit outstanding individuals for volunteer service in elected positions on the FLS Board.</p>	<p>FLS Immediate Past President (Chair, FLS Nominating Committee)</p>	<p>Ongoing</p>	<p>Number of new Board members in each election cycle;                      Geographic diversity of Board members statewide;                      Number of active volunteers that move into officer roles</p>
<p>H-5. Engage members through the Section’s quarterly “Friends News and Notes” newsletter and FLS webpage by placing more emphasis on members in the issues’ content.</p>	<p>FLS Newsletter Editor                      FLS Web Editor                      FLS Board (to identify groups to invite to contribute stories)</p>	<p>Ongoing                       Survey 2022 (see G-1)</p>	<p>Increase in content solicited and submitted by Friends groups about their activities;                      Number of Friends groups highlighted in articles;                      Feedback from survey of readers in 2022 to ascertain use of newsletter contents</p>
<p>H-6. Identify ways a team approach could provide additional avenues of engagement for volunteers (e.g., communications-related jobs).</p>	<p>FLS Web Editor                      FLS Newsletter Editor                      FLS Marketing Coordinator</p>	<p>2021-2022</p>	<p>Assistant Web Editor position developed with clearly delegated tasks;                      Degree to which each volunteer job becomes more manageable within a defined team structure</p>

H-7. Create and adopt an Emergency Leadership Transition Plan and a model for succession of Section leadership.	FLS President 2020-21 to appoint Ad Hoc Committee on Governance	2021	Emergency Leadership Transition Plan and Succession Plan completed; Ability to recover from an unexpected disruption of key positions
H-8. Review the governance and organizational structure of the FLS Board and auxiliary volunteers to improve the configuration of the Section's leadership positions.	Ad Hoc Committee on Governance (appointed above)	2021	Report of Ad Hoc Committee on recommended governance and structure
H-9. Examine and amend the FLS by-laws (2015 version).	FLS President 2021-22 to appoint Ad Hoc Committee on By-Laws Review	2022 - 2023	Proposed revisions to the by-laws submitted for vote via online voting or at FLS Annual Membership meeting (2022); Revised by-laws adopted; Governance adjustments implemented with slate for the 2022 and 2023 election cycles; Possibly phase in new structure for FLS Conference Curator 2022 (Saratoga Springs)

**Goal I. Section members consider FLS Board volunteers as knowledgeable, helpful, and above all, Friendly.**

<b>Action Steps</b>	<b>Responsible Party or Parties</b>	<b>Timeframe</b>	<b>Measures of Success</b>
I-1. Maintain an up-to-date online leadership manual for the FLS Board, Section representatives to NYLA Committees, and coordinators of Section projects, to be reviewed annually.	FLS President FLS Board FLS Web Editor FLS Immediate Past President	Ongoing	Periodic updates posted to FLS webpage; Annual review completed by current President and Immediate Past President

<p>I-2. Prepare members of the FLS Board to provide consistent messages about Friends topics and direct inquiries to Section resources, both online and knowledgeable persons for assistance.</p>	<p>FLS President FLS Board</p>	<p>Ongoing</p>	<p>Data collected and analyzed (i.e., topics, number of inquiries received); Inquiries and responses incorporated into a “Frequently Asked Questions” section of the FLS webpage; Responses reviewed regularly with Board members to ensure consistent messaging; Positive anecdotal feedback from library community</p>
<p>I-3. Encourage FLS Board members to participate in activities within their region (e.g., meet-ups, system-sponsored advocacy events, Friends Councils) to connect with current and potential members.</p>	<p>Second Vice President for Membership (up-to-date membership materials)</p>	<p>Ongoing See also C-2.</p>	<p>Number of events where FLS Board members are in attendance; Ongoing involvement of FLS Board members and auxiliary volunteers in regional Friends Councils</p>
<p>I-4. Maintain an archive of Board documents in an appropriate format (electronic and/or paper), along with a finding aid outlining a document retention policy (what will be included in the archives and where).</p>	<p>FLS President FLS Web Editor FLS Secretary FLS Treasurer FLS Archivist</p>	<p>Ongoing</p>	<p>Document retention policy developed; Electronic archives maintained regularly; Finalized content added after each Board meeting; Finding aid developed and included in FLS Leadership Manual</p>

## Appendix A

At the time the 2018-2020 FLS Long-Range Plan was developed, the Task Force took **an inventory of the current and near-future activities and initiatives of the Section.** What follows is an update of that inventory, indicating the Section's current activities in April 2020, from FLS President Lisa C. Wemett.

The arrangement here mirrors the goal statements in the 2021-2023 Long-Range Plan.

**Beginnings and Celebrations:** "Exciting things are happening in New York and the Library Friends of New York State are at the heart of it all!" So opened an article by President Charlotte K. O'Dea in the May 1993 issue of the *NYLA Bulletin*. The newly-formed Library Friends of New York State Roundtable introduced themselves to their professional library colleagues in the Association's journal, excited about the possibilities to support the growth and productivity of libraries statewide.

Acting on the recommendations made at the White House Conference on Library and Information Services in 1991, a task force was headed by Ross Kitt with the purpose of harnessing the energy and enthusiasm of the lay delegates who attended both the New York Governor's Conference on Libraries and Information Services in 1990 and the White House Conference. The goal was "to further cement the connection between libraries and their supporters." (*NYLA Bulletin*, October 1993).

The Friends Roundtable was established by NYLA in October 1992 at the Association's Annual Conference in Lake Placid. Its purpose was to provide a forum for an exchange of information, to promote cooperative efforts among individuals, and be active in community Friends groups, to encourage and assist in the establishment of new Friends groups across New York. The Roundtable also was committed to present programs relevant to Friends organizations at NYLA's annual conferences.

"Last, but not least," said President O'Dea, "we are the grassroots voice of support and strength in our libraries—the greatest source of entertainment, culture, and education in our respective communities." The initial Board of Directors of the Roundtable were involved and ambitious, working to compile a list of all Friends groups throughout New York—not a simple task and one that continues to this day. (The above paragraphs were included in the "State Friends Spotlight" in the February 2019 issue of *The Voice*, the newsletter of United for Libraries: Association of Library Trustees, Advocates, Friends and Foundations, a division of the American Library Association.)

FLS President Emeritus Randall Enos was a member of the Ad Hoc Committee that brought about the Friends Roundtable and continued his service on the group's board. His diligence and active participation over nearly three decades have helped the Roundtable become a Section that is active, vibrant, and committed to its mission. The year 2022 will be our 30<sup>th</sup> anniversary, deserving both recognition of our efforts and a celebration.

**Goal A. Continuing education activities presented by FLS are excellent quality, relevant, and effective for its members and the library community.**

**Annual conference programs:** The Section has a Curator (conference planner representative) on the NYLA Annual Conference Committee each year, with the position tied to the First Vice President/President Elect position. FLS generally offers four or five programs a year, often co-sponsored with monetary support from other Sections and affiliates, notably the Public Library Section and the Library Trustees Association Section (LTAS). Program topics are based on the annual needs assessment included on the FLS conference program evaluation form. Additional needs assessments at FLS regional workshops also provide input into the process.

The Section participates actively in the conference trade show with a booth to greet current FLS members, recruit secondary memberships from other NYLA members, and consult with library staff and volunteers that seek guidance about Friends activities. The Section is in rotation with other NYLA Sections to present a pre-conference continuing education workshop every other year. In 2019, "Achieving Success for the Friends Through Strategic Planning" with Evelyn Neale, Executive Director of the Colonie Town Library, attracted 20 participants (37% were volunteers and 58% were library staff members). Over the past two conferences (2018 and 2019), FLS programs have been attended by 635 people, with audiences averaging in size from 50 to 60 people.

**Webinars:** In 2017, NYLA and in turn, the NYLA Continuing Education Committee, began encouraging all NYLA units to consider offering webinars regularly as a potential revenue stream for the Association and the units. FLS offered its first webinar in March 2018, "Best Practices for Management of Friends Boards" with Courtney Darts, Esq., of the Pro Bono Partnership in White Plains. A second webinar, "Administrative Teams: A New Approach for Friends Leadership," was held in March 2019, followed by a third, "Connecting With Today's Volunteers to Transform the Friends of the Library: Expectations, Engagement, and Impact" in September 2019. The first two webinars were repeats of successful programs at the NYLA Annual Conferences (2017 and 2018 respectively). The Quad Leadership Team of the Friends of the Clifton Park – Halfmoon Public Library (presenters Wilma Jozwiak, Michele Gorab and Rhona Koretzky) traveled to NYLA Headquarters to broadcast their webinar.

With the success of the first two ventures, the FLS Board agreed to hire a library consultant to develop the "Today's Volunteers" webinar. Carla Lehn, Principal Consultant at the Lehn Group and author of ***From Library Volunteer to Library Advocate: Tapping Into the Power of Community Engagement*** (Libraries Unlimited, 2018) was contracted at \$350 for a one-hour presentation.

Some statistics over these three events:

- Average number of pre-registrations per webinar: 49
- Average number of FLS members reached per webinar: 23 (approx. one-third of this number are FLS Board members or auxiliary volunteers)

It is difficult to track total attendance, due to the group licenses and the "watch parties" we are aware of, where one volunteer logs in, but several members of their Friends group or library staff watch with them. FLS members may attend the webinars

at no charge. In mid-2019, FLS extended this member benefit to the registered Friends Group organizational member elected officers (non-voting members of NYLA). Over the course of these three webinars, we believe we have reached as many as 175 people.

From these offerings, the Section has received \$910.50 and NYLA has also received this amount. (There is a set-up fee of \$250 that the Section pays to NYLA for GoToWebinar. The Section and NYLA split the remaining tuition revenue 50-50.) The portion of FLS's revenue from Carla Lehn's webinar nearly covered her entire honorarium (all but \$40). Given these great successes, the Section plans to offer two webinars during 2020. All webinars are archived on the NYLA website where they are available at any time free of charge, extending the learning beyond the initial offering.

**Regional workshops on demand:** With an invitation to present at the Southern Tier Library System in October 2015, Lisa Wemett developed "Getting Started: Creating and Sustaining a Friends Group for Your Library." In May 2016, the Mid-Hudson Library System asked Lisa to develop a "part 2" workshop to focus on expansion and revitalization of Friends groups. "Keep It Growing! Strengthening Your Friends of the Library Group" has now been presented across the state. Both workshops run two full hours and can be sponsored by FLS organizational members and library systems. 110 people were trained in the first year at four sites (July 1, 2015 – June 30, 2016).

"Getting Started" has been given a new subtitle, "Creating and Supporting a Friends Group for Your Library." More than 20 hours was devoted to revision of the materials in 2019 for a better flow of information in "Keep It Growing." In both workshops, the emphasis is still on "best practices" and ideas culled from Friends groups in NYS and beyond. The Central New York Library Resource Council and the North Country Library System in Watertown have hosted twice, to present both workshops. Lisa Wemett and Terry Mulee have been the sole trainers for these sessions and are looking forward to having Joyce Laiosa join the training corps in 2020. With this program going into its fifth year, more than 325 participants have now been trained in 13 workshops.

Although FLS is only charging these sites \$50 for the workshop as a benefit of their NYLA organizational membership, the systems and Friends groups with which we have partnered have made significant financial investments to sponsor these sessions and have us travel to their training site. The FLS trainers do not take an honorarium for their time; payment at each site has been reimbursement of out-of-pocket expenses including round-trip mileage, tolls, handouts, and sometimes lodging.

Each location also contributes supplies (e.g., portfolios, name tags) and in-kind services (including staff time to set up a registration process; staff to set up and clean up the training site; marketing of the workshop; staff time to make packets for participants, including name badges, and produce attendance sheets). This staff support far surpasses anything FLS volunteers could undertake.

On average each site is paying more than \$375 for this training session beyond their \$50 contribution to FLS. Several sites also contributed significant meals and/or snacks

for all participants. Only two sites have charged participants out of pocket for optional meals. With the exception of one system, all workshops have been held free of charge to all interested participants. (The system's policy required a \$25 charge to out-of-system attendees.)

FLS is grateful to our sponsors that make these investments in their volunteers, directors, and trustees. Evaluations have been outstanding with ringing endorsements from several System directors. We have found it difficult to administer follow-up surveys, but did have success with a post-training survey on "Getting Started" with the help of Rebecca Kluberanz at Central NY Library Council. FLS continues to believe that the personal interaction in a classroom setting cannot be surpassed by a webinar on these topics.

While most young professionals have done much of their MILS coursework online, our traditional Friends volunteers were first and foremost learners in classrooms. The teaching model at these regional sessions seems to suit them just fine. They are eager, enthusiastic participants and always grateful we have made the effort to travel to them to talk about improving their Friends groups.

In both instances, content for these regional workshops was initially obtained from the booklet that was a companion manual to the video program "Library Friends: How to Form or Revitalize a Library Support Group," created and produced by the Empire Friends Roundtable and based on the "Friends Workshop Road Show" by Geoffrey Meek, in 1995.

## **Goal B. FLS develops resources that meet the needs of and reflect the interests of its members and the library community.**

**Webpage:** The FLS Web Editor currently also serves as the FLS Second Vice President and Newsletter Editor. Chairing the FLS Communication Committee, Terry Mulee brings all of these components – membership, education, and marketing – together under the FLS webpage umbrella. The Empire Friends Roundtable had a limited web presence with Betsy Sywetz serving as "web liaison" for several years. Terry Mulee succeeded Betsy and became Web Editor in July 2013.

The page promotes the value of FLS membership, serves to market training opportunities and meet-ups, and publicizes awards, scholarships, and elections. It is the archive for any FLS conference program materials (PowerPoint presentations and handouts) and publications, including the newsletter. The page includes the roster of current volunteers and contact information (limited, due to spam issues). The design and layout of the pages was revamped by NYLA in 2019. Postings are constrained by the NYLA website format with standardized headings/buttons. Photographs are included to vary content and show the public face of FLS volunteers.

The FLS Board receives an update from the Web Editor at each meeting concerning any changes or additions to the page. Maintenance is time-consuming and new

content is developed by both the Web Editor and other FLS volunteers. Amy Discenza has served as assistant to the Web Editor since June 2018. In April 2018, the NYLA Executive Director added a password-protected section of the webpage where the Web Editor posts all the volunteers' reports for the FLS Board meetings. This section now serves as the Section's electronic archives.

**Goal C. The FLS Board hosts regional events in geographically diverse areas to connect with members and recruit potential members, both individuals and organizations.**

**Encouraging group memberships:** Although Friends groups could always join NYLA as organizational members, NYLA's Executive Director Jeremy Johannesen proposed in 2013 that the groups' elected officers could become non-voting members of NYLA by registering the officers on a form similar to the method used to register members of library boards of trustees. Non-voting members receive NYLA's "News You Can Use" every week, the *NYLA Voice*, advocacy alerts, and other member benefits, such as reduced registration fees for conferences and free attendance at FLS-sponsored webinars. In 2017, a mass mailing was sent to 300+ Friends groups statewide to encourage their participation in FLS/NYLA. Production and postage costs were split between NYLA and FLS. Despite this effort, organizational memberships hover around 60 groups, about 20% of the groups that could conceivably join us.

**Meet-ups:** The FLS Board has one in-person Board meeting annually outside of the NYLA Annual Conference. Beginning in 2015, an invitation was issued to Friends groups in the region of the Board meeting to meet with the FLS Board following the Board's business agenda to facilitate communication and provide an information exchange. These meet-ups have been held in cooperation with the host library's Friends group: Vestal (2015/22 in attendance); Marcellus (2016/31); Clifton Park - Halfmoon Public Library (2017/42); DeWitt (2018/29); East Greenbush (2019/36). Attendance has been encouraging and growing with nearly every meet-up. Minutes of the meet-up are sent to those who participated. Coordination of the meet-up is handled by the Immediate Past President or other designee of the President.

**Goal D. FLS creates multiple opportunities and pathways for member involvement in the work of the Section.**

**Involvement of Section members in FLS work:** The FLS Board as a whole has put forth names of individuals across the state who have the skill sets needed for jobs necessary to help the Section function well. Recruitment of people for vacancies and new initiatives is the role of the current President, sometimes in consultation with the Nominating Committee. The Section's Curator for the NYLA annual conference is encouraged to ask people to take on small jobs, such as presider and assistant room monitor, and to present at the conference, to expose them to volunteer opportunities in the Section.

Active member forms were designed in 2018. They are available on the FLS webpage and distributed at in-person events. The Section has active representation on nearly all NYLA's standing committees. Appointments of FLS members for one-year terms (commencing with the NYLA Annual Conference and concluding the following fall) are made annually by the President and are renewable. When vacancies occur on the FLS Board, appointments can be made by the Section President in accordance with the Section's by-laws to complete unexpired terms.

Several positions have been created since 2018 to assist with new initiatives and to support the Section President. When a vacancy occurred in the position of First Vice President/Conference Curator in 2018, an Assistant Conference Curator position was established and filled by Christine Beck. She has continued her work for a second year to assist Karen Sperrazza with the 2020 Annual Conference in Saratoga Springs. A mentoring opportunity was created with the development of a Project Director position, filled by Amy Discenza, to assist with the coordination of Section webinars.

In early 2020, a job description was created for a Marketing Coordinator to assist with statewide publicity efforts for meet-ups, regional workshops, webinars, and other activities that needed promotion to both members and non-members. The first FLS Randall Enos Conference Scholarship recipient Meg Sgombick volunteered to fill the position.

These "bite size" jobs are an immense help to the President, but also allow for an entry level position for an FLS member, encouraging a volunteer to become involved with the work of the FLS Board with a manageable investment of time. All auxiliary volunteers (i.e., award coordinators, award readers, marketing coordinator, etc.) are invited to participate regularly in the Section's Board meetings and most do so very eagerly.

**Goal E. FLS influences legislation that has an impact on libraries and library funding by communicating regularly with elected officials at the state and federal levels.**

**Legislative proclamation and promotion of National Friends of Libraries**

**Week (NFOLW):** Thanks to United for Libraries, Association of Library Trustees, Advocates, Friends and Foundations, Friends of Libraries groups have their very own national week of celebration. The week offers a two-fold opportunity, both to promote Friends organizations to the community and to encourage volunteers and supporters to become members. This is also a time for the library's Board of Trustees to recognize the Friends community volunteers for all they do to help and support their library. Resources are available at [http://www.ala.org/united/events\\_conferences/folweek](http://www.ala.org/united/events_conferences/folweek).

Upcoming dates for National Friends of Libraries Week: October 18-24, 2020; October 17-23, 2021. United for Libraries continues to ask groups to share images and NFOLW plans to be highlighted on their social media pages during the week. Requests for these publicity items are received from the United for Library Marketing Manager and sometimes sent on to the FLS membership electronically, depending on the timing of

the message. Putting these announcements into plain text format that is "acceptable" to the FLS members' listserv is also problematic without a considerable investment of time.

As far back as 1998, the Empire Friends Roundtable succeeded in having the NYS Senate and Assembly adopt a resolution declaring Friends of Libraries Week. In 2007, EFR received support from NYLA's Legislative Committee to gain approval of a proclamation. In 2008, EFR held a contest for EFR members (personal or organizational) to recognize the best NFOLW celebration in various size libraries, with three awards of \$100 each. In conjunction with this effort, EFR entered a national contest sponsored by Friends of Libraries USA (FOLUSA) which recognized state efforts for NFOLW; EFR won three years in a row (2008-2010).

The roundtable and then Section continued efforts to secure proclamations, mostly through the efforts of long-time Board member Susan Swanton, who stepped down from the FLS Board in March 2019. Publicity efforts to sell copies of the proclamations were uneven. In early 2014, Marie Orlando, FLS Member At Large, stepped forward to coordinate efforts to encourage Friends of Libraries to make NFOLW a focal point of fall activities.

The June issue of the FLS newsletter included order forms for the proclamation in 2015-2017, but the timing appeared to be a bit early in the year for groups to think about this or the groups may take a summer hiatus. The most effective publicity was in September 2017, when a press release was posted on NYLINE, the FLS listserv, the listserv of the NYS Library Assistants Association, and the list for the Monroe County Library System's Friends Council. Deadlines for orders were extended to September 16. Seventeen orders were received for 20 proclamations, which cost \$6 for FLS members and \$10 for non-members. The charge includes mailing costs. A small profit was received of \$92.

The Section continued the Roundtable's annual initiative to seek a state legislative resolution recognizing the contributions of library Friends groups in honor of NFOLW through 2018. Sue Swanton always wanted a bipartisan resolution, but the current political climate prevented this. The proclamations were furnished to us from Senator Joe Robach's office with multiple copies in April 2018; one large one was framed. Sizes were large (11" x 17"), medium (10" x 14"), and small (8" by 10"). The largest size reproduced the best for inclusion in the FLS newsletter as an image. The medium size was used for photocopying facsimiles for sale.

It was the last year we determined to receive this recognition from elected officials. NFOLW Coordinator and Member At Large Marie Orlando had offered replicas of the resolution for sale to interested groups, but interest had waned considerably. A Board task force was established in December 2018 to discuss continuation of this initiative, but no reports were received from the group at either the February or March Board meetings. A proclamation was not pursued in 2019. There were no inquiries from the membership about the program. Groups are encouraged to pursue their own local

resolutions. Articles in the "Friends News and Notes" continue to highlight ways groups can promote this national celebration.

**Goal F. Awards given by FLS are perceived as prestigious and a benefit of membership, attracting nominations for highly qualified individuals or groups.**

**FLS Daniel W. Casey Library Advocacy Award:** Starting in 1993, the Empire Friends Roundtable gave an annual award to honor a single volunteer or a group of supporters in the library community whose efforts had contributed to the growth of libraries or Friends organizations. When the Friends of Libraries Section was established, it determined to continue this tradition. The first Casey Award presented by FLS was in 2015. The recipient receives a plaque for their library which is given at either the FLS Annual Membership meeting at the NYLA Annual Conference or at a reception at their home library. There is no monetary award.

**FLS Dewey Fellowship Award:** The Section was first eligible to select a Dewey Fellow in 2016. The criteria and application procedure were developed by the FLS Board in 2015. The award pays a maximum of \$1,000 of the cost to attend the NYLA Annual Conference. The award is underwritten by the Lake Placid Foundation and may be awarded by FLS in even-numbered years. Reimbursements include registration, a pre-conference continuing education seminar, tickets for various meal functions, lodging, and travel. The Section nominee is ultimately reviewed by the NYLA Awards Committee and approved by NYLA Council.

Developed by the Scholarship Task Force and established by the FLS Board in 2018, **the FLS Randall Enos Conference Scholarship** was first awarded in 2019, allowing two individuals to attend the NYLA Annual Conference in Saratoga Springs. Applicants fall into two categories: one who has not previously attended a NYLA Annual Conference and one who may or may not have attended before. This new scholarship will be offered in odd-numbered years.

President Emeritus Randall Enos requested that, in lieu of gifts for his retirement from the Ramapo Catskill Library System, donations be made to the scholarship fund. More than \$4,600 was received in his honor, helping to establish a restricted fund that will finance these awards over the next several years. Procedural documents and a careful application process were established throughout 2019 by the new Coordinator for FLS Scholarship Awards, Anne Andrianos. The Coordinator position was established in December 2018 as a three-year appointment, rather than having a separate Coordinator for the Dewey and one for the Enos Scholarship. It was determined that individuals may only receive one FLS Scholarship or FLS Dewey Fellowship in their lifetime.

In 2019, the FLS Board established one universal deadline for FLS Awards, June 1. A separate section of the FLS webpage, Awards and Scholarships, contains current information and the application forms. The Casey Award and scholarships each have a review committee with two Readers who assist the Coordinator in the selection of the

award recipient using a standardized rating scale (rubric) developed by the committee members. The Readers are appointed by the President for a one-year term. Terms are renewable.

**FLS Tribute Fund and Honor Roll:** Proposed by the Second Vice President in 2015, the fund was established in 2016 to offset expenses related to the educational and outreach activities of FLS. With three tiers of recognition, individuals or groups can donate to acknowledge the works of an individual, recognize a special occasion, or give any kind of "shout out" that will be placed in the FLS "Friends News and Notes" newsletter and on the FLS webpage. Donation levels start at \$10. The FLS Board has continued to use this recognition for retiring officers, Members At Large, NYLA staff, and others. But very few donations have been received as a result of this initiative.

**Goal G. The library community regards FLS and NYLA as approachable for resources and sources of guidance on issues concerning Friends organizations in libraries of all types.**

**Quarterly newsletter:** With a solid background of three print newsletters annually for the Empire Friends Roundtable, this publishing tradition has continued as a concrete benefit of Section membership. Issues of "Friends News and Notes" now are released quarterly (a fourth issue was added in 2015) and run eight full pages. Articles are a mix of timely administrative information (e.g., tax law considerations for nonprofits) and replicable programs from around NYS which also serve to highlight members' work. Reviews of Section programs at conferences, meet-up topics, and regional workshops educate members on the variety of continuing education opportunities available to them.

Terry Mulee serves as editor and makes requests for articles for each issue, including a column by the FLS President. Paid ads were increased in late 2014; there is an option for vendors to pay one time a year for inclusion in all four issues. Print copies are mailed to all members and electronic copies are provided to non-voting members of FLS. All issues are archived electronically on the Section webpage for any interested person to read. Until the March 2020 newsletter, General Code had supported our newsletter printing needs for 24 years. FLS is now working directly with Speedy Print Services in Rochester at the same cost plus delivery of the copies directly to the newsletter editor's home.

The President is also tasked with contributing regular columns to *The NYLA Voice* (formerly the *e-Bulletin*) as an ongoing record of Section activities. For the past several years, these columns have been written and submitted by the FLS Communications Chair Terry Mulee.

**Goal H: Section governance and structure encourages member engagement with opportunities for involvement at a variety of levels.**

**Goal I. Section members consider FLS Board volunteers as knowledgeable, helpful, and above all, Friendly.**

**FLS Leadership Manual:** With the start of a new Section in 2014, the President worked with the FLS Board to develop a resource for the policies, procedures, and history of the Section in 2015. Completed in early 2016, the manual is online for use by the members of the Board and any other interested parties looking for best practices. A Table of Contents provides direction to locate pertinent documents, which are posted in PDF format. The Board is tasked with reviewing the manual annually with updates and additions posted as needed by the FLS Web Editor.

**Consulting on topics about Friends:** In 2015 and 2016, FLS participated in NYLA's "Consultants Give Back: Open Office Hours" at the annual fall conference. Experienced members of the FLS Board held 20-minute appointments with library staff, directors, and Friends volunteers to discuss concerns they had about Friends organizations. Beginning in 2017, it was determined that it was more productive to have those FLS Board members at the Section's booth in the trade show to handle the many walk-up questions conference participants had.

Every issue of the "Friends News and Notes" newsletter encourages members to contact FLS at any time via the FLS Yahoo mailbox. Questions are received several times a month asking the FLS President for guidance on wide-ranging topics of concern to Friends organizations large and small. Inquiries have included how to start a Friends group, steps to secure nonprofit status with the IRS, by-laws, compliance with the Nonprofit Revitalization Act of 2013 (e.g., conflict of interest policies), guidelines for appropriate expenditures, reserve funds, liability insurance, determining the group's mission, sales tax laws, and more. When possible, groups are encouraged to participate in webinars, regional workshops, and conference programs that address these topics. Referrals have been made to the Ask the Lawyer! service through the regional library councils and the Pro Bono Partnership in White Plains. The President has been developing "stock" answers that can be used for these questions. Replies often include handouts that have been developed with standardized content for the regional workshops to provide consistent messaging.

## APPENDIX B

### Executive Summary of the FLS Member Survey 2020

March 17 – April 30, 2020

Compilation and Commentary by Lisa C. Wemett

#### Results of the Survey

The final text of the survey questions is in an MS Word document, “FLS Member Survey 2020.” Jeremy Johannesen, NYLA Executive Director, formatted the membership survey and posted it for our use. At the conclusion of the survey, Jeremy was able to pull out the data in several different formats (e.g., PowerPoint slides of the results with pie charts and bar graphs).

The results are in multiple files in multiple formats which are in Lisa C. Wemett’s possession as follows:

- **FLS Membership Survey 2020 Results** – an Excel file, 5/10/20, includes all data and responses question by question
- **FLS Member Survey 2020 Responses** – a PDF from SurveyMonkey, 335 pages, with responses from each individual. Since nearly 50% of the respondents requested to be in a drawing at the end of the survey, many responses can be identified by person.

All questions that had open-ended questions or responses for “Other” were compiled separately in individual MS Word documents: Q1 and Q4 together; Q8, Q10, Q12, and Q13. Responses were copied out of the Excel file, so word processing was not required. Challenges (Q10) or comments (Q13) that were similar were grouped together.

Note that Q5 on benefits and services gave good information, but the results do not translate well to a bar graph or pie chart.

Zip code tallies (Q2) are in an MS Word document, “Zips Membership Survey 2020.”

A hybrid of low-resolution scans of SurveyMonkey tallies, pie charts, bar graphs, and open-ended question responses was put together for the FLS Board for the May 20, 2020, Board meeting. It is archived in the Board files for that meeting. (FLS 2020-05-20 Member Survey Final Scans)

#### Summary

##### **Why we did the survey – Introduction to the survey participant:**

*The Friends of Libraries Section is embarking on the process of writing its second long-range plan and our task force wants to hear from YOU! We want to learn how FLS can better assist its members and how we should be prioritizing our efforts going forward. What FLS member benefits and services are most important to you?*

### **How we promoted the survey**

- NYLA's "News You Can Use" (March 17 – April 28) – uh, what is familiar about this time period? Oh yeah! NYS was under mandatory "Stay at home" orders. People had some time to participate in the survey.
- Group e-mails to past participants – meet-ups, regional workshops
- March issue "Friends News and Notes" newsletter
- Message to please participate when newsletter issue was sent electronically to 150+ non-voting members
- Monroe County Library System's Friends Council (two messages)
- FLS Board asked to push out the message in their regions
- Posted on landing page of the FLS webpage: [www.nyla.org/friends](http://www.nyla.org/friends)
- FLS member blast – March 19 and reminder April 9
- Invitation to past FLS webinar participants – 73 unique addresses

Total responses: 119. Using NYLA's membership numbers for FLS at the end of December 2019, we had 211 voting members; 119 responses equals a 56% response rate.

The survey was 15 questions, primarily multiple choice.

In this report, percentages are rounded up in all instances. See the final report for specifics.

#### **Q1 - What is your library role?**

Friend or Volunteer = 75%  
Trustee = 4%  
Library Staff = 9%  
System Personnel = 2%

Here, under Other (12 responses, 10%), several people said "officer of Friends group." It seems interesting that they did not consider themselves "just" a Friend or a volunteer. It was important to tell us they were an officer. Some responses were worrisome conflicts of interest (e.g., Friend and Library Trustee; Treasurer Friends, staff, consultant—yes, all three!).

#### **Q2 - What is the zip code of your library?**

Analysis of zip codes/clusters, by metropolitan area, from west to east:

Buffalo = 6%  
Jamestown = 3%  
Rochester = 24%  
Syracuse = 12%  
Utica = 6%  
Westchester / Monticello/ Monsey = 10%  
Glens Falls = 4%  
Albany = 20%  
Poughkeepsie = 8%

Other areas of the state, including Long Island, each had less than 1% responses. We had no responses from the Corning/Elmira area.

**Q3 - Are you a member of the Friends of Libraries Section?**

Yes = 83%

No = 17%

2 persons skipped this question

We wanted an option where people who were not members could give opinions as well. We especially wanted to reach people who have participated in our events, like programs at NYLA's Annual Conferences, meet-ups, webinars, and regional workshops. Multiple responses from the same group were encouraged.

We are not 100% certain that those who said they were members were, in fact, members of FLS/NYLA. They may have been members of their Friends of Libraries organizations and might not have made the distinction. See also notes under analysis of Question #15.

It was evident from some comments that people did not know there is a statewide organization doing what we do. Other comments left no doubt that the survey was, as we hoped, an educational tool. "I didn't know about ...." came up several times.

**Q4 - What type of information do you need to succeed? (Select all that apply.)**

Responses from highest number to lowest percentage:

89% - Examples of ways other Friends groups are supporting their libraries

87% - Fundraising ideas that are separate from book sales

68% - Information about grants Friends groups would be eligible to apply for

58% - Samples of policies and procedures from other Friends organizations

46% - Access to resources on Friends topics

28% - Advocacy resources to talk with local and state elected officials

27% - Awards available to recognize exemplary volunteers or Friends groups

**Other information I need to succeed:**

There were 10 responses (9%). Several of the responses mirrored the challenges asked for in Question #10, which they had not been asked about yet. Notable responses: networking opportunities; recruiting younger board members; nonprofit tax returns; sales tax; recruiting more active volunteers.

A combination question:

**Q5 - Indicate which of the following FLS member benefits and services you are aware of or have used. [AT THE RIGHT OF THIS LIST WERE TWO COLUMNS OF RADIO BUTTONS, FIRST COLUMN LABELED "I AM AWARE OF THIS" AND SECOND COLUMN LABELED "I HAVE USED THIS"]**

Multiple responses were acceptable in terms of the services and benefits. For each one, however, you could not have two responses. If you had used the service or benefit, it would be logical that you were aware of it. So the radio buttons were exclusive.

Responses here were very gratifying in terms of awareness of the Section's activities and offerings. Only 11 people skipped this question. The highest awareness rating went to conference scholarships (96% awareness), which may be a factor of 2019 focusing a considerable amount of marketing on the newly established FLS Randall Enos Conference Scholarship.

Twelve initiatives were itemized here. People were most aware of these top five (after the scholarships):

- 83% - Casey Library Advocacy Award
- 80% - FLS leadership will consult on specific questions
- 75% - Free access to webinar archives
- 73% - Access to the FLS listserv [although only 27% had used it]
- 67% - Reduced registration rates for conference registration

Amazingly, given our strong marketing of these events, the lowest ranking of “awareness” was for the FLS regional workshops (Getting Started and Keep It Growing). However, 46% of the respondents indicated they had participated in these events.

After the workshops, the services and initiatives most utilized were:

- 42% - Free registration for FLS webinars
- 39% - Meet-ups with FLS Board members
- 38% - FLS webpage
- 37% - Digital access to past issues of FLS newsletter
- 35% - Access to PowerPoints and handouts from Annual Conference programs

Lowest rating on services utilized was the consulting service for assistance with specific questions about Friends, 20%.

**Q6 - I prefer to receive and read the FLS “Friends News and Notes” newsletter (Please select one response.)**

- 28% prefer a printed newsletter
- 40% would like a digital document
- 31% stated “It does not matter to me what format I receive.”
- Only two people admitted that they did not take the time to read the newsletter (2%).

For the immediate future, we are probably committed to both formats. Future administrations may want to revisit this question. A survey about the newsletter appears as an action item for 2022 in the next long-range plan.

**Q7 - Please score the following statements on a scale of 1 to 4, where 1 is strongly agree and 4 is strongly disagree:**

This question was included due to the labor-intensive nature of both of these services, the newsletter and the webpage. Are people using these resources?

In terms of individuals “disagreeing” or “strongly disagreeing,” the numbers (combined) were very low:

- 8% - FLS addresses my needs as a member.
- 16% - I locate information easily on the FLS webpage
- 7% - The FLS webpage provides access to valuable content and information.
- 9% - I find useful information in the “Friends News and Notes” newsletters.

Satisfaction indicated by “strongly agree” and “agree” combined indicating we are doing quite a good job:

- 92% - FLS addresses my needs as a member.
- 84% - I locate information easily on the FLS webpage
- 93% - The FLS webpage provides access to valuable content and information.
- 91% - I find useful information in the “Friends News and Notes” newsletters.

**Q8 - What could FLS do for you to increase the value of your membership? (Select all that apply.)**

Responses from highest to lowest in terms of what FLS could do to make its membership more valuable:

- 52% - Offer more webinars and remote learning opportunities
- 51% - Hold discussion and networking opportunities closer to my home
- 49% - Offer digital\* meetings or opportunities via GoToMeeting to discuss best practices [\*This word should have been “virtual.”]

The last three options were nearly a dead heat: tied at 30% each: (1) Assist my Friends group financially to offer special programs (e.g., author visits) and (2) Provide more content on Friends topics on the FLS webpage; 29% - Offer other continuing education opportunities.

There were 11 responses under “Other.” Three of the 11 felt they could not answer this question because they were not members. Five responses had suggestions that dealt with the webpage.

**Q9 - FLS currently offers an annual in-person Friends Group Meet-up to share best practices. Please rank the following meeting options in order of your preference, with #1 being your most preferred.**

With this question, due to the ranking, the “score” assigned by Survey Monkey appears to indicate the **most preferred** to least preferred as follows:

1. Regional meeting closer to my home
2. Digital meeting via GoToMeeting or another Internet platform.
3. Meeting in conjunction with a workshop
4. One time per year at the NYLA Conference

**Q10 - What are some of your Friends group’s current challenges? OPEN-ENDED QUESTION**

There were 96 responses here; 23 people skipped this question. (Maybe it was too challenging...!)

Yes, several people said “the pandemic”! We were in the NY on PAUSE order after all. Another said “the shut-down” followed by 5 exclamation points.

Challenges that were similar were put together by topic by the first topic mentioned in the reply. (Some replies listed as many as 4 concerns.) If this question were utilized as a needs assessment to guide offerings at the NYLA Annual Conference, future regional workshop topics, or newsletter content, here is a list of the participants’ challenges, in order of concern:

21% - **Membership/Recruitment/Retention** – comments here were 2 to 1 over fundraising (although 5 of the 19 comments put under this category also mentioned fundraising)

15% - **Leadership/Succession Planning**

14% - a tie for both **Active participation/involvement of members** and **Younger volunteers/Diversity**; if these two concerns were added together, they would be #1, above just general concerns about membership. And of course, active participation and recruitment of younger volunteers also factor into succession planning.

10% - **Fundraising**

8% - **Purpose/mission/advocacy**

5% - **New group**, needing guidance

4% - **Legal issues/nonprofit status**

2% - **Foundations/Mergers** of Friends and Foundations

**Q11 - How often have you attended the New York Library Association's Annual Conference? (Select one)**

51% - Never

25% - 1-2 times

25% - 3 or more times

In combination with the responses in Question 12, we have a goodly amount of information on what barriers have kept folks from attending.

**Q12 - If you have never attended or have attended less than three times, what prevents you from attending? (Select all that apply.)**

89 people (75%) had said they had never attended or attended fewer than three times; 81 people answered the follow-up question. Deterrents, from most to least, were:

48% - Travel time from my home to the conference location

36% - Cost of attendance

9% - Content of programs not pertinent to my Friends group

2% - Content of programs not of interest to me

*Other:* This question simply needed more reasons itemized here about why they did not attend. Of those who answered the question, 48% selected "other" rather than the four responses we had laid out.

Most "other" responses fell into several broad categories, which could have been check boxes.

1. Not aware of conference

2. Conflict with work and/or family
3. Time

**Q13. Any additional comments you would like to share?**

16 people added additional general comments. Many thanked us for our “good work,” leadership, and opportunities to learn and grow (e.g., conference workshops).

**Q14** – *If the participant wanted to be contacted by FLS or have their name included in the drawing, this question asked for Name and E-mail address.*

**Q15** - *If you would like to become actively involved in the work of the Friends of Libraries Section, please share your name and e-mail address so we can contact you and tell you more.*

We wish! Well, amazingly, this was worth adding, because 13 people (11% of respondents) DID in fact give us contact information! WOO-HOO!

Upon reviewing those who checked this question, fully 39% of these respondents who indicated they were FLS/NYLA members were not. There may have been some confusion on the part of the respondents who were members of their own Friends organizations and did not differentiate between that association and FLS/NYLA. Another explanation is that these people are non-voting FLS/NYLA members on their group's Friends officers' rosters.

On Thursday, May 14, e-mails were sent to each person that responded positively to this question along with an FLS Active Member form and an FLS Membership form.

*We appreciate your time to answer this survey. If you would like to be included in a drawing to receive a \$30 voucher toward a registration for the NYLA Annual Conference, either in Saratoga Springs (November 2020) or Syracuse (November 2021), please put your name and e-mail address here. This information will not be attached to your responses. Thank you!*

A full 40% of the respondents (47 people) asked to have their name in the drawing. The carrot was obviously attractive! A member of the newly formed Friends of the Naples Library (Pioneer Library System) won the certificate.

This executive summary was further encapsulated in “FLS Member Survey 2020” (pages 2 and 4), **Friends News and Notes**, June 2020 (vol. 6, no. 3) available at [www.nyla.org/friends](http://www.nyla.org/friends) > Publications.

## APPENDIX C

This list of Ad Hoc Committees and Task Forces mentioned in action steps of the plan is provided to indicate the year of appointment, estimated duration/timeline of each group, and a list of the general responsibilities of the group. Although several tasks are noted, the charge to group is to be written by President when the members are appointed. See Appendix D for a suggested template to outline the work for a task force.

Responsible parties by Presidential administrative year:

FLS President 2020-21: Karen Sperrazza (Presidential Year 2021)

FLS President 2021-22: Kerstin Cruger (Presidential Year 2022)

FLS President 2022-23: to be determined by 2021 FLS Election (Presidential Year 2023)

### **Task Force on Friends and Rural Libraries**

Appointed May 2020 by President Lisa C. Wemett

Work directed by FLS President Karen Sperrazza (2021)

Timeframe: May 2020 – Fall 2021

Tasks:

- study the issues that are unique to rural groups
- identify some successful rural Friends groups in NYS
- develop a list of best practices, replicable ideas, and tips (and adaptations) for Friends of rural libraries
- determine how to disseminate information (e.g., FLS webpage, handouts for meet-ups)
- if warranted, make recommendation to establish an ongoing interest group within FLS, possibly to be known as R-FIG: Rural Friends Interest Group

Action Step C-2: FLS President 2020-21 to appoint:

### **Task Force on Friends Councils**

Timeframe: appointments late 2020, work completed by 2023

- perform an inventory of existing support groups for Friends in public library systems
- review content of workshop on usefulness of Friends Councils at NYLA Annual Conference in Rochester (presented by Lisa Wemett and Randall Enos, 2018), considering its adaptation as a marketing presentation to PULISDO members
- work to establish a partnership with PULISDO to enable communication and coordination of effort to create and support system-wide Friends councils

Action Step E-1: FLS President 2020-21 to appoint:

### **Library Champions Task Force**

(Revival of Library Champions Task Force 2018-19, originally appointed by President Lisa C. Wemett)

End Result: Enroll the general public and members of Friends of the Library groups in NYLA's "library champions" online advocacy center

Timeframe: 2021 development; 2022 pilot sites; 2023 roll out statewide

Tasks:

- Develop and distribute targeted marketing campaign for Friends groups to carry out within their library's service area
- Select sites to pilot campaign and work with them to run the campaign locally
- Gather feedback from pilot Friends/libraries
- Modify campaign materials as necessary
- Materials available for use posted on FLS webpage

Action Steps H-7 and H-8: FLS President 2020-21 to appoint:

**Ad Hoc Committee on Governance**

Timeframe: appointments late 2020, work completed by fall 2021

Tasks:

- review the structure and governance of the FLS Board and auxiliary volunteers
- create an emergency leadership transition plan
- within current structure, develop a succession plan
- analyze what would be the ideal organizational structure for the Section
- make recommendations for succession under any recommended new organizational structure

Action Step B-4: FLS President 2021-22 to appoint:

**Ad Hoc Committee on Publications**

Product: NYS Handbook for Friends Organizations

Timeframe: appointments fall 2021, work completed by fall 2024

Tasks:

- review and develop thematic modular content on FLS webpage as the basis for NYS Handbook for Friends Organizations
- FLS leadership seeks endorsement from PULISDO
- publish NYS Handbook for Friends Organizations as a digital resource
- assist PULISDO in promotion of the use of the Handbook by its members

Action Step H-9: FLS President 2021-22 to appoint:

**Ad Hoc Committee on By-Laws Review**

Timeframe: appointments fall 2021, work completed by March 2022; revisions to by-laws included in online vote for membership, June 2022; slate of candidates in 2022 and 2023 elections elected under new structure

Tasks:

- consider recommendations from the Ad Hoc Committee on Governance
- review and re-write the FLS By-laws (last reviewed in 2015)

Action Step D-5: FLS President 2022-23 to appoint:

**Friends on Campus Task Force**

Timeframe: appointments fall 2023

Tasks:

- develop relationships with both NYS Library Assistants Association and NYLA's Academic and Special Libraries Section (ASLS)
- perform an inventory of existing volunteer support groups for libraries on college and university campuses

- promote NYLA Friends organizational membership to groups supporting college and university libraries

Action Step D-6: FLS President 2022-23 to appoint:

**Long-Range Planning Task Force**

Timeframe: appointments fall 2022; plan developed 2023

Tasks:

- develop survey (early 2023) and promote participation to both members and non-members in order to secure input from FLS members on Long-Range Plan 2024-2026
- tally survey results to guide task force
- write Long-Range Plan 2024-2026 to outline future initiatives of the FLS Board

## APPENDIX D

### Template for a Task Force

NYLA's Guiding Principles

FLS Guiding Principles

FLS Mission: FLS creates a network to connect and inspire Friends groups in all types of libraries to support the New York library community.

Goal from the current FLS Long-Range Plan

Specific Goal action step(s)

**Name** of the Task Force

Specify the **Charge** for the task force's work

**Team Leader/Task Force Chair:** Who convenes the meetings? (Virtual or in-person?) The Team Leader ensures progress continues to the end goal.

**Recording Secretary:** Person on the task force that keeps track of the group's progress: what is being done; tasks that have been assigned to specific member of the Task Force.

**Task Force members** and job titles

**Timeline and Suggested steps** tied to timeline: Anticipated duration of the Task Force; start and finish

**Reporting Requirements:** Monthly? At next scheduled Board meeting?

**Liaison to Leadership Team:** To which officer does the Task Force report?

**Background information:** What has the Empire Friends Roundtable, Friends of Libraries Section, and the New York Library Association accomplished or tried before on this topic? What initiatives were carried out and when? Ask the FLS Executive Board and auxiliary volunteers to share ideas on why this task is important going forward.

**Budget/Resources Available.** May need to spend money on materials, equipment.

Specify potential **end product(s) or ultimate goal** for the task force's work.

**Template based on this source:** "Nuts and Bolts of Working with Volunteer Task Forces" in *Engaging New and Active Library and Friends Volunteers Toolkit*. Insert in the June 2018 issue of "The Voice for America's Libraries," the newsletter of United for Libraries: Association of Library Trustees, Advocates, Friends and Foundations, a division of the American Library Association. [www.ala.org/united](http://www.ala.org/united).