



## **New Frontiers for Friends Friends of Libraries Section New York Library Association Long-range Plan, 2018-2020**

Adopted by the FLS Board  
December 11, 2017

**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:** The mission of the Friends of Libraries Section (FLS) is to promote and inspire local Friends groups in libraries of all types for the betterment of New York State's library community. (adopted 2014)

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 offers advancement through FLS Board leadership

The plan is intended to guide the actions of the FLS Board through 2020. 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 Janet Kreason established a task force in May 2017 to research and develop a long-range plan for the Section, which was less than three years old. The purpose was to give future FLS leaders direction on Section activities, long term. The Task Force took an inventory of the current and near-future activities and initiatives of the Section, which appears in Appendix A.

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.

### **New Initiatives**

The Task Force brainstormed a lengthy list of future activities and asked the FLS Board for assistance in ranking them. Input was solicited by a survey of proposed activities distributed to the 2016-17 FLS Executive Board in July 2017 and discussed at FLS Board meetings (August 21, 2017, and October 23, 2017).

The plan was prepared by these Task Force members: Rebecca Fuss, First Vice President/President-Elect; Terry Mulee, Second Vice President; Lisa C. Wemett, Past President (2015).

### **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 the Association selects new initiatives for its units. The intention is to provide the FLS Board and officers with flexible guidance. 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 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 website 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, 2018-2020**

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

- **Goal A. FLS develops resources that meet the needs of and reflect the interests of its members and the library community.**
- **Goal B. Continuing education activities presented by FLS are excellent quality, relevant, and effective for 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, providing leadership opportunities within 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.**
- **Goal F. The library community regards FLS and NYLA as resources and sources of guidance for issues concerning Friends organizations in libraries of all types.**

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

- **Goal G. 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 offers advancement through FLS Board leadership

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

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

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

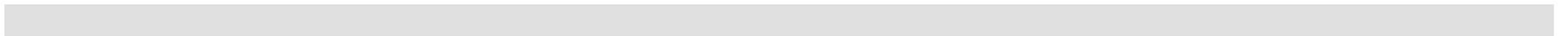
Action Steps	Responsible Party or Parties	Timeframe	Measures of Success
A-1. Provide Friends with a presence through a dedicated page on NYLA's website to promote the work of Friends of the Library organizations and disseminate information effectively.	FLS Webmaster; FLS Board	Ongoing	Regularly updated content on website; Suggestions from FLS Board on useful subject matter; Positive feedback from members and library community
A-2. Collaborate with the NYLA Executive Director to expand content of sample policies, procedures, and forms in NYLA's database to include examples from Friends of the Library organizations that promote best practices.	FLS Conference Curator; FLS Representative to NYLA Continuing Education Committee; FLS Webmaster; NYLA Executive Director	2018, Ongoing	Permissions received from Friends organizations to share their policies or procedures; A section on Friends of Libraries organizations will be added to NYLA policy database; Number of new policy and procedure samples added; Positive feedback from members and library community indicating effect of policies on library operations; Direct link to database under "Career Resources" from Friends of Libraries Section's webpage.
A-3. Add to FLS webpage a frequently asked questions section by topic and an online bibliography on Friends topics and resources.	FLS Webmaster; FLS Representative to NYLA Continuing Education Committee	2019	Analysis of website's analytics; Questions are answered with citations to pertinent reliable resources

**Goal B. Continuing education activities presented by FLS are excellent quality, relevant, and effective for 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. Coordinate top-quality professional development opportunities including presentations at the NYLA Annual Conference, webinars, and regional workshops developed by the Section's leadership.	FLS Representative to NYLA Continuing Education Committee	Ongoing	Participate with other NYLA Sections in offering a more robust selection of webinars for the Association's members; Number of workshops offered; Number of people trained; Results of evaluations and feedback from participants
B-2. Market and promote Section-sponsored educational activities as a benefit of membership.	Second Vice President for Membership	Ongoing	Inclusion of educational opportunities in membership literature
B-3. Expand regional workshops offerings with new topics based on needs of Friends organizations.	FLS Board; FLS Training Coordinator (to be appointed by FLS President); FLS Representative to NYLA Continuing Education Committee	2020	Topics identified for potential workshops; New workshop developed and offered.
B-4. Work cooperatively with other NYLA units and affiliate organizations (e.g., Library Trustees Association) in the planning and delivery of professional development offerings.	FLS President; FLS Conference Curator	Ongoing	Number of FLS sessions at NYLA Annual Conference co-sponsored with other NYLA units and affiliates; Number of affiliate members involved in volunteer tasks.

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

<b>Action Steps</b>	<b>Responsible Party or Parties</b>	<b>Timeframe</b>	<b>Measures of Success</b>
C-1. Issue an invitation to Friends groups in the region to discuss pertinent topics with the Friends of Libraries Section’s Board, in conjunction with an in-person Board meeting.	FLS President; FLS Immediate Past President (or designee); Second Vice President for Membership (RSVPs)	Ongoing, presently one time per year	Number of library systems and libraries represented; Number of individuals (e.g., Friends volunteers, library directors, trustees) attending
C-2. Promote membership in NYLA to Friends of Libraries groups in western New York State in conjunction with the NYLA 2018 Annual Conference in Rochester.	Second Vice President for Membership; FLS Conference Curator for 2018 Annual Conference	January to May 2018	Direct mailing to groups in western NYS and the Southern Tier; Percentage return on mailing (e.g., FLS memberships; attendees at Annual Conference in the “Friend” category of registration)



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

### Goal D. FLS creates multiple opportunities and pathways for member involvement, providing leadership opportunities within the work of the Section.

Action Steps	Responsible Party or Parties	Timeframe	Measures of Success
D-1. Negotiate with NYLA to include Friends groups in the discounted bundle for library systems.	Second Vice President for Membership	2018-2019	NYLA Executive Director incorporates Friends groups into membership bundle for systems and their member libraries; Number of organizational memberships gained
D-2. Apply additional effort toward retention of current members and recruitment of current NYLA members to add FLS as a Section to their memberships.	Second Vice President for Membership	Ongoing	Percentage of memberships renewed
D-3. Develop an active member form, to be widely disseminated, to identify potential volunteers and providing viable options for member involvement in the work of the Section.	FLS President, FLS Immediate Past President, Second Vice President for Membership; FLS Conference Curator	Rollout 2018; Ongoing	Form posted on FLS webpage; Number of forms returned; Number of assistant room monitors recruited for annual conference; Number of candidates for FLS Board identified through completed forms
D-4. 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	Ongoing	Number of volunteers who agree to serve

D-5. Identify Friends in academic settings and encourage involvement in FLS for the groups' growth.	FLS Board	Ongoing, with focused effort 2019	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 campus libraries
D-6. Secure input from FLS members on Long-range Plan 2021-2023 and future initiatives of the FLS Board and the Association.	next Long-range Task Force appointed by FLS President	2019 – early 2020	Survey developed and distributed to members; Feedback tallied to guide Task Force

**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 in NYLA's "library champions" online advocacy center.	FLS Representative to the NYLA Legislative Committee; task group appointed by FLS President; FLS Webmaster	2018 development; 2019 roll out	Development and distribution of targeting marketing campaign for local Friends groups to carry out in their library's service area; Feedback from libraries selected to pilot campaign; Materials available for use on FLS webpage
E-2. Develop and expand advocacy pathways, providing members choices of activities to support the Association's legislative initiatives.	FLS Representative to the NYLA Legislative Committee	Ongoing	FLS membership blasts; Number of FLS members attending NYLA's Advocacy Day; Number of articles in "Friends News and Notes" about advocacy (e.g., new check off on NYS income tax forms to donate to "Love My Library" fund)

**Goal F. The library community regards FLS and NYLA as resources and sources of guidance for 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>
F-1. Prepare members of the FLS Board to direct inquiries about Friends topics to Section resources, both online and knowledgeable persons for assistance, with consistent messages.	FLS President; FLS Board	2018, 2019, then ongoing	Inquiries and responses to be incorporated into the "Frequently Asked Questions" section of the FLS webpage; Review responses with Board members on regular basis; Positive anecdotal feedback from library community
F-2. Engage members through the Section's quarterly "Friends News and Notes" newsletter and FLS website.	FLS Newsletter Editor	Ongoing; survey 2019	Number of Friends groups highlighted in articles; Increase in content solicited and submitted by Friends groups about their activities; Feedback from survey of readers to ascertain use of newsletter contents

## Guiding Principle #3: FLS recognizes and encourages member excellence

**Goal G. 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
G-1. Call for nominations for the Daniel W. Casey Library Advocacy Award and the FLS Dewey Fellowship in a timely fashion, clarifying criteria and recognizing past winners.	Second Vice President for Membership (Casey bookmark); FLS Webmaster (applications online; list of winners maintained); Coordinator for FLS Dewey Fellowship Award; Coordinator for the Daniel W. Casey Library Advocacy Award	Ongoing	Number of applications in each award cycle
G-2. Appoint a Task Force that will develop the criteria for a new scholarship to be awarded in odd-numbered years and secure underwriting for the same.	Members of the FLS Board and other volunteers appointed by the FLS President; leadership of Public Libraries Section/NYLA	December 2017 through Fall 2019	Constructive discussions with PLS/NYLA leadership; Funding received or allocated; Application procedure developed; Marketing plan for promotion of scholarship; Scholarship offered for the 2019 NYLA Annual Conference

## Guiding Principle #4: FLS offers advancement through FLS Board leadership

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

Action Steps	Responsible Party or Parties	Timeframe	Measures of Success
H-1. Identify 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
H-2. Recruit outstanding individuals for volunteer service in elected positions on the FLS Board.	FLS Immediate Past President (Chair, FLS Nominating Committee)	Ongoing	Number of new Board members in each election cycle; Geographic diversity of Board members statewide
H-3. Maintain an up-to-date online leadership manual for the FLS Board, Section representatives of NYLA Committees, and coordinators of Section projects, to be reviewed annually.	FLS President; FLS Board; FLS Webmaster	Ongoing	Periodic updates posted to FLS webpage
H-4. Encourage FLS Board members to participate in activities within their region (e.g., meet-ups, system-sponsored advocacy events, Friends councils or support groups) to connect with current and potential members.	Second Vice President for Membership (up-to-date membership materials)	Ongoing	Number of events where FLS Board members are in attendance

H-5. Establish and maintain an archive of Board documents in an appropriate format (electronic and/or paper), along with a finding aid outlining what will be included in the archives and where.	FLS Board Secretary; FLS Treasurer; FLS Archivist; FLS Webmaster	December 2017 – June 2018	Electronic archives established; Content added after each Board meeting; Finding aid developed and included in FLS Leadership Manual
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Final 12/11/17

## Appendix A

At the time the plan was developed, the Task Force took **an inventory of the current and near-future activities and initiatives of the Section**, as follows:

**Annual conference programs:** Since 1993, the Empire Friends Roundtable participated regularly in the NYLA annual conference, averaging three program offerings each year. After a one-year hiatus in 2012, EFR offered 3-4 workshops and a luncheon in both 2013 and 2014. Once established as FLS, the Section has had a conference planner representative on the NYLA Annual Conference Committee and offers 4-5 programs a year, often co-sponsored with monetary support from other Sections and affiliates, notably the Public Library Section and the NYS Library Trustees Association. The Friends & Foundation of the Rochester Public Library also provided funding in 2017. The Section participates actively in the conference trade show with a booth to greet current FLS members and recruit secondary memberships from other NYLA members.

**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 and directors and Friends volunteers to discuss concerns they had about Friends organizations.

**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. There is no monetary award.

**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 similarly used to register members of library boards of trustees. Non-voting members receive NYLA's "News You Can Use" every week, the NYLA e-Bulletin, advocacy alerts, and other member benefits, such as reduced registration fees for conferences. 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.

**FLS Dewey Fellowship Award:** The award is underwritten by the Lake Placid Foundation and may be awarded by FLS in even-numbered years. 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. 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.

**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.

**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.

**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. The Section’s programmer 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.

**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. Three meet-ups have been held in cooperation with the host library’s Friends group: Vestal, Marcellus, and Clifton Park - Halfmoon Public Library. Attendance has been encouraging and growing with each meet-up (2015 = 22; 2016 = 31; 2017 = 42). 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.

**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. 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. A Rochester-based business, General Code, has continued to underwrite the printing costs since 1996. 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. 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. The President is also tasked with contributing regular columns to NYLA’s e-Bulletin as an ongoing record of Section activities.

**Legislative proclamation and promotion of National Friends of Libraries Week (NFOLW):** 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. Member At Large Sue Swanton has been successful to receive this recognition from elected officials and NFOLW Coordinator and Member At Large Marie Orlando has offered replicas of

the resolution for sale to interested groups. Groups are encouraged to pursue their own local resolutions. Articles in the "Friends News and Notes" highlight ways groups could participate in this national week sponsored by United for Libraries.

**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 2 full hours and can be sponsored by FLS organizational members and library systems. 110 people were trained in the first year at four sites. The emphasis is on "best practices" and ideas culled from Friends groups in NYS and beyond. In both instances, content for the 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.