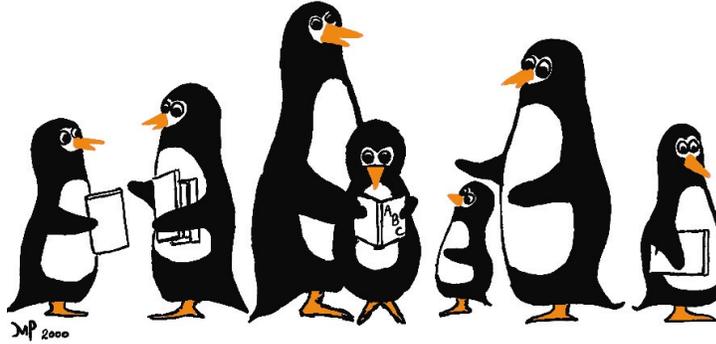


Friends of the Library (FOLSS) Silver Spring Chapter



STRATEGIC PLAN FY 2018 – FY 2020

Approved 21 May 2017

FOLSS Strategic Plan

1.0 Introduction

In the spirit of Covey’s charge to “begin with the end in mind,” the Friends of the Library, Silver Spring (FOLSS) has embarked on an effort to develop and execute a three-year plan in support of our mission. It is intended to be a living document to be reviewed and updated at least semi-annually or as significant changes in the environment or volunteer base occur. This plan is consistent with the Montgomery County Public Libraries (MCPL) Strategic Plan released in October 2016 for FY 2017-2020.

The following sections address the mission, vision, and values upon which the FOLSS is based and identify current strengths and weakness in our functional areas. The strategy and goals addressed herein are intended to set priorities for actions and investment, to enhance what we do well, and to amend what requires improvement.

2.0 FOLSS Organization

The current FOLSS organization has an Executive Committee and a Board of Directors. The Executive Committee is composed of the President, Vice President, Treasurer, and Secretary who are elected annually by all the members. The Board of Directors is composed of the Executive Committee and the appointed Chairs for Programs, Membership, Communications, Outreach, Book Sales, and Information Technology (IT). The Board of Directors positions may be revised as required to reflect new initiatives.

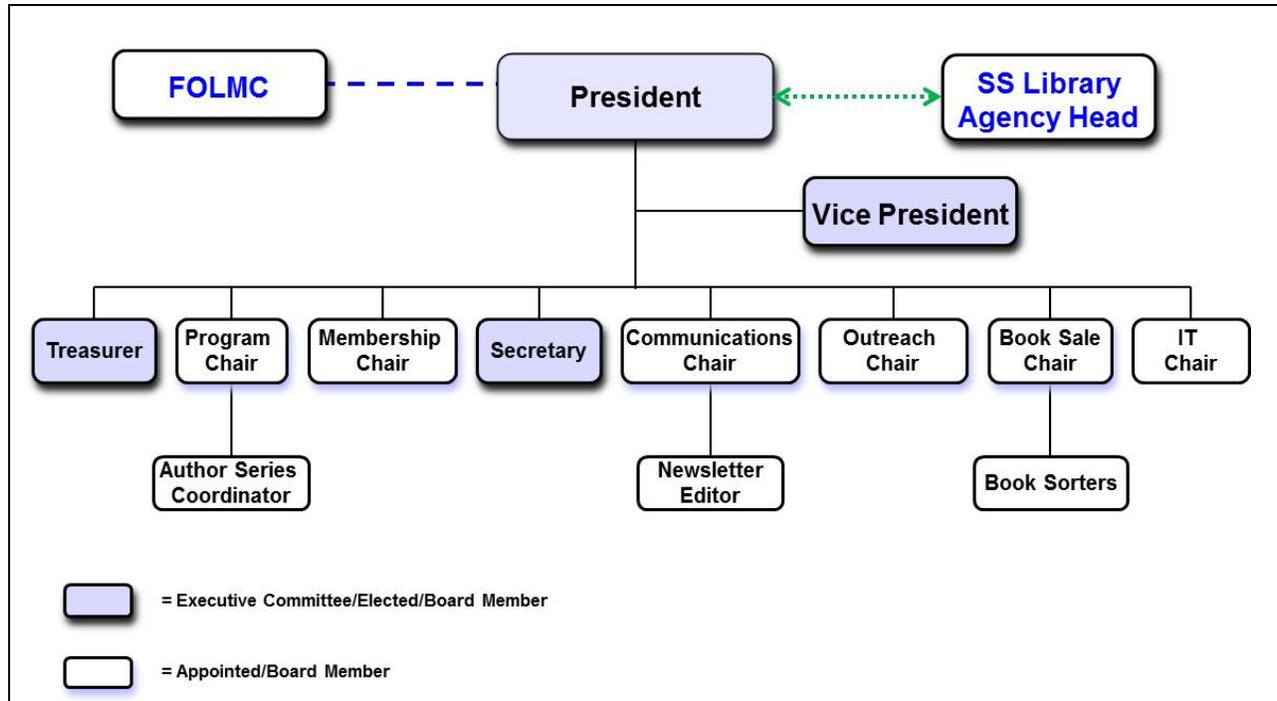


Figure 1: FOLSS Organization

3.0 Mission

To strengthen, promote, support, and advocate for the Silver Spring Library, in order to enrich the lives of Silver Spring residents and meet the needs of our diverse community.

4.0 Vision

To be a vibrant, effective, volunteer organization supporting the Silver Spring Library with funding, programs, and community awareness.

5.0 Values

- 5.1 Commitment to service to the Silver Spring Library
- 5.2 Dedication to open communications and operations as a public volunteer organization
- 5.3 Service as a conduit for engagement of the Library with the Silver Spring community
- 5.4 Attention to efficient use of available resources, i.e., funds and volunteer time

6.0 Strengths and Improvement Areas

6.1 Strengths

- 6.1.1 A cadre of dedicated volunteers and a strong membership base
- 6.1.2 Sound financial base
- 6.1.3 A community (including business and non-profit partners) that has been receptive to engaged with FOLSS to help support programs, services, and equipment
- 6.1.4 Longevity of operations and recognized accomplishments in fundraising and program support

6.2. Areas for Improvement

- 6.2.1 Recruit more active volunteers
- 6.2.2 Coordinate more closely with Silver Spring Library staff on programming to ensure timely communication with members, and increase emphasis on teen and adult programs
- 6.2.3 Identify and execute strategies for new approaches to fundraising
- 6.2.4 Expand awareness of FOLSS through engagement with volunteers, library staff, Friends of the Library Montgomery County, individuals, businesses, and organizations

- 6.2.5 Improve outreach to and engagement with the Silver Spring community with the aim of having the FOLSS membership and leadership reflect the diversity of our local population, and the populations who use the library.
- 6.2.6 Develop more compelling communication about the importance of FOLSS, e.g., “elevator pitches,” to attract volunteers, members, and community partners
- 6.2.7 More intentionally cultivate mutually beneficial partner relationships
- 6.2.8 Streamline accounting and fiscal processes and procedures

7.0 FOLSS Functional Areas

- 7.1 Sponsor programs and local community events that support our mission and MCPL objectives
- 7.2 Engage in and support fund-raising efforts for special purposes, including gifts, donations, memorials, and endowments for the benefit of local library services
- 7.3 Help the Silver Spring Library communicate the services and programs it makes available
- 7.4 Advocate for the system-wide library budget and for capital improvements, as necessary
- 7.5 Create opportunities for individuals to volunteer their assistance locally and county-wide
- 7.6 Engage in other activities as necessary to accomplish FOLSS purposes

8.0 FOLSS Strategy

The FOLSS strategy to support our mission has five key elements:

- 8.1 Increase our active membership to provide the volunteer time and effort needed to conduct our activities and to enable two-deep coverage for our leadership positions
- 8.2 Continue aligning our programming support with SS Library and MCPL priorities
- 8.3 Maintain and enhance our current fundraising sources (member dues, donations, and book sales), and expand sources of income with other initiatives
- 8.4 Provide an effective community outreach effort to businesses, groups, and individuals in Silver Spring to generate better awareness of FOLSS and our mission, and to increase community participation in library activities and advocacy
- 8.5 Maintain and enhance our communications to members and the community

9.0 Goals

9.1 Membership

9.1.1 Grow total membership by 15% per year

Schedule: Annual end of FY (June 30)

Responsibility: Membership Chair

9.1.2 Grow active participating members (those assisting with FOLSS functions and attending meetings) by 20% per year

Schedule: Annual end of FY (June 30)

Responsibility: Membership Chair

9.1.3 Recruit and train book sorter volunteers

Schedule: Annual; end of FY (June 30)

Responsibility: Book Sale Chair

9.1.4 Hold an annual recruitment event for the Silver Spring community to highlight FOLSS accomplishments and goals to encourage new member participation

Schedule: Annual; in Fall

Responsibility: Membership Chair

9.2 Programming

9.2.1 Arrange and fund programs to supplement those provided by MCPL and Friends of the Library Montgomery County:

a. Library Lovers Month, February: arrange, fund, publicize, and staff 1 or 2 programs that support this annual system-wide observance

b. Summer Reading: arrange, fund, and publicize, and staff 3 programs for children and families, to encourage reading and library use during the summer

c. Assist library staff with programs as needed

Schedule: As coordinated with library staff and reviewed quarterly

Responsibility: Program Chair

9.2.2 Work with library staff to clarify roles and processes for providing programs and events that serve the Silver Spring community

Schedule: Quarterly/as required

Responsibility: Program Chair

9.2.3 Present proposed program budget for Board approval in conjunction with annual budget preparation

Schedule: Budget input schedule as set by Treasurer

Responsibility: Program Chair

9.2.4 Report program attendance and evaluation to FOLSS Board and provide brief reports for newsletter including available photographs

Schedule: Quarterly

Responsibility: Program Chair

9.3 Finance

9.3.1 Establish electronic access for account information

Schedule: September 30, 2017

Responsibility: Treasurer

9.3.2 Implement electronic and mobile device capability to make fund deposits

Schedule: September 30, 2017

Responsibility: Treasurer

9.3.3 Align bookkeeping methods and perform an internal audit process to ensure reports and filings are accurate and timely

Schedule: Monthly/Quarterly/Annually

Responsibility: Treasurer and President

9.3.4 Establish more efficient method of reimbursements for expenses

Schedule: September 30, 2017

Responsibility: Treasurer

9.3.5 Create reports on income and expenditures to date as compared to the approved budget for the Board

Schedule: Report at each Board Meeting

Responsibility: Treasurer

9.3.6 Provide routine communications regarding the status of FOLSS funding and the role that it plays in supporting the SS Library to members, library staff, and the community

Schedule: Quarterly

Responsibility: Treasurer and Communications Chair

9.3.7 Provide a report of book cart and Internet sales

Schedule: Quarterly

Responsibility: Book Sale Chair

9.3.8 Develop and present book sale schedules to Board for approval

Schedule: July 30, 2017

Responsibility: Book Sale Chair

9.3.9 Provide a report of Author Series sales

Schedule: Quarterly

Responsibility: Author Series Coordinator

9.3.10 Investigate opportunities for and implement at least one new fundraising method

Schedule: October 30, 2017

Responsibility: Lead – Treasurer

9.4 Community Outreach

9.4.1 Increase our visibility at community and library events by staffing tables and making and wearing FOLSS t-shirts

Schedule: Fall 2017

Responsibility: Outreach Chair

9.4.2 Periodically staff a table at the library with our promotional materials and logo items for sale

Schedule: Once/quarter

Responsibility: Outreach Chair and Treasurer

9.4.3 Recruit speakers of Amharic and Spanish to help us translate our print materials

Schedule: August 30, 2017

Responsibility: Outreach Chair

9.5 Communications

9.5.1 Recruit a Communications Chair

Schedule: September 30, 2017

Responsibility: Outreach Chair and President

9.5.2 Produce quarterly newsletter: distribute electronically and in print to members and donors; offer print copies at library and outreach events

Schedule: Publish first of March, June, September, and December each year

Responsibility: Newsletter Editor and Communications Chair, with President oversight and help from contributors and the designer

9.5.3 Develop template for email marketing communications (e.g., Mail Chimp); create audience groups (e.g., current members, donors, individuals who have expressed interest in FOLSS but are not members) to facilitate more targeted, timely, and effective electronic communications

Schedule:

a) Develop initial template and create segmented mailing lists (July 1, 2017)

b) Send mailings as required

Responsibility: Communications Chair

9.5.4 Maintain active local listserv contacts; identify one member from each neighborhood listserv who is willing to post program announcements to their community

Schedule: Quarterly

Responsibility: Communications Chair

9.5.5 Maintain up-to-date FOLSS website content

Schedule: Biweekly or more often as required

Responsibility: Communications Chair

9.5.6 Send program announcements to FOLMC for posting on their Twitter

feeds and Facebook pages

Schedule: As soon as material is available

Responsibility: Communications Chair with President oversight

9.5.7 Actively use member social media to promote library and FOLSS events; identify 10-12 people who are willing to help get program information out via personal social media accounts

Schedule: a) Recruit volunteers no later than September 30, 2017

b) Report out quarterly

Responsibility: Communications Chair