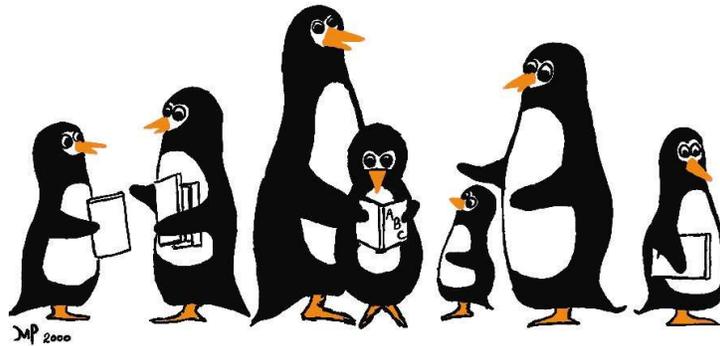


**Friends of the Library (FOLSS)
Silver Spring Chapter**



**STRATEGIC PLAN
FY 2019 – FY 2021**

11 June 2018

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 Chapter (FOLSS) embarked on an effort in 2017 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. The plan is consistent with the Montgomery County Public Libraries (MCPL) Strategic Plan released in October 2016 for FY 2017-2020. This version is an update for FY 2019-2021.

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 functional 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) and other members as designated. The Board of Directors positions may be revised as required to reflect new initiatives.

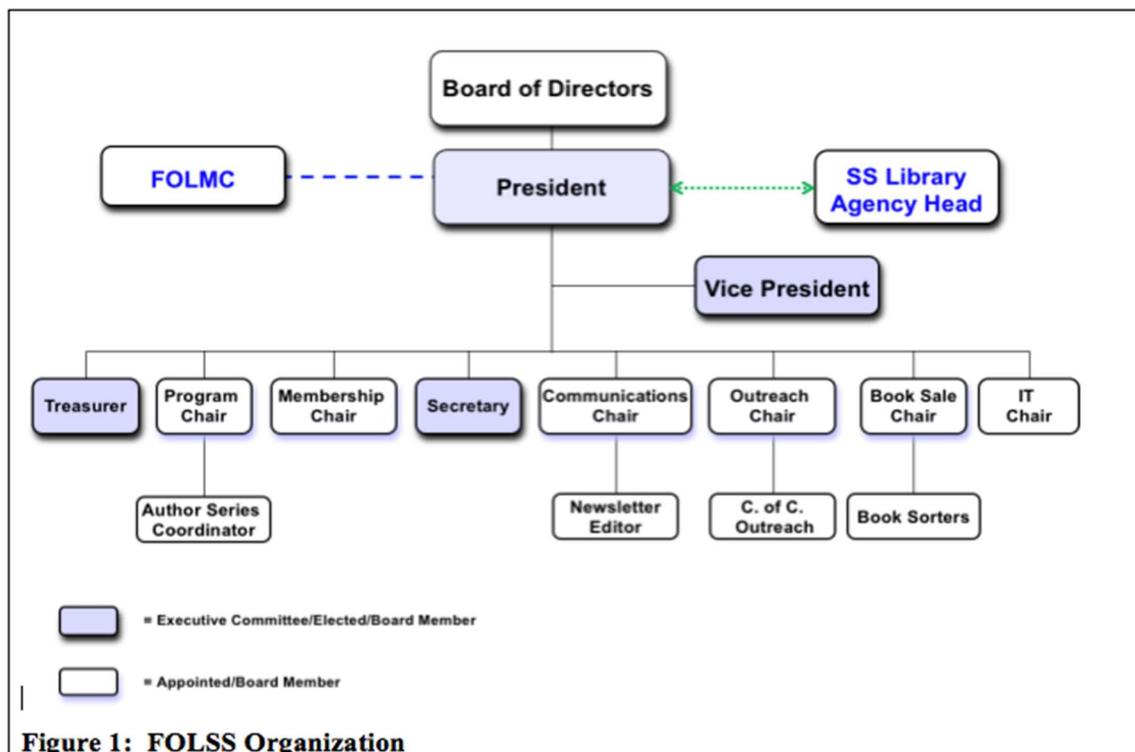


Figure 1: FOLSS Organization

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 and engagement.

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 Areas for Improvement

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 and 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 Coordinate more closely with Silver Spring Library staff on programming to ensure timely communication with members, and increase emphasis on teen and adult programs

6.2.2 Identify and execute strategies for new approaches to fundraising

6.2.3 Develop more compelling communication about the importance of FOLSS, e.g., “elevator pitches,” to attract volunteers, members, and community partners.

6.2.4 Streamline accounting and fiscal processes and procedures

- 6.2.5 Recruit, retain, and energize more active volunteers
- 6.2.6 Expand awareness of FOLSS through engagement with volunteers; library staff; Friends of the Library, Montgomery County (FOLMC); individuals; businesses; and organizations
- 6.2.7 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.
- 6.2.8 Cultivate more mutually beneficial partner relationships

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 fundraising 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 Continue aligning our programming support with SS Library and MCPL priorities
- 8.3 Maintain and enhance our current funding sources (member dues, donations, and book sales), and expand sources of income with other initiatives
- 8.3 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
- 8.4 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 to 20 new members 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 3-5 per year

Schedule: Annual end of FY (June 30)

Responsibility: Membership Chair

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

Schedule: Annual; in early winter

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 within FOLSS budget limits

Schedule: As coordinated with library staff and reviewed quarterly

Responsibility: Program Chair

9.2.2 Develop a local Silver Spring Library Program Planning Guide with the Branch Manager to establish mutually agreeable procedures for providing programs and events that serve the Silver Spring community

Schedule: Guide draft by October 30, 2018 with Quarterly/as required reviews

Responsibility: Program Chair

9.3 Finance

9.3.1 Establish electronic access for account information

Schedule: September 30, 2018

Responsibility: Treasurer

9.3.2 Implement electronic and mobile device capability to make fund deposits and payments

Schedule: September 30, 2018

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 a Cloud Based accounting system

Schedule: September 30, 2018

Responsibility: Treasurer

9.3.5 Keep financial data in a format that supports metric and info-graphic reports

Schedule: Reformat data by December 30, 2018 then review/update Quarterly

Responsibility: Treasurer and Communications Chair

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

Schedule: October 30, 2018

Responsibility: Lead-President

9.4 Community Outreach

9.4.1 Recruit an Outreach Chair

Schedule: June 30, 2018

Responsibility: President/Vice President

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

Schedule: Review and report progress Quarterly

Responsibility: Outreach Chair

9.4.3 In conjunction with FOLSS sponsored events, staff a table at the library with our promotional materials and logo items for sale

Schedule: Once/quarter

Responsibility: Outreach Chair and Treasurer

9.4.4 Coordinate with Program Chair to provide an FOLSS representative to introduce each sponsored program/event and to explain what FOLSS does and invite attendees to join

Schedule: Each Program/Event

Responsibility: Program Chair and Outreach Chair

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

Schedule: September 30, 2018

Responsibility: Outreach Chair

9.5 Communications

9.5.1 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) Implement initial template and create segmented mailing lists (August 1, 2018)
- b) Send mailings as required

Responsibility: Communications Chair

9.5.2 Develop elevator pitches for various purposes such as membership and outreach

Schedule: September 30, 2018

Responsibility: Communications Chair

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

Schedule: Review Quarterly

Responsibility: Communications Chair

9.5.4 Develop a social media strategy to share with membership for use on their personal accounts

Schedule: September 30, 2018

Responsibility: Communications Chair

9.5.5 For each program, send program announcements to FOLMC for posting on their social media feeds

Schedule: As soon as material is available

Responsibility: Communications Chair with President oversight

9.5.6 Develop logo items for sale and member wear/use. Include t-shirts and one other item

Schedule: September 30, 2018

Responsibility: Communications Chair